What's The Deal With...

Workplace Culture Change

Judy Ryan

Business Owners and Executives Are Talking About Judy Ryan

"Before we met Judy Ryan, we had problems with employees and teamwork that we didn't know how to address. People were gossiping, sabotaging others' ability to be successful, and lashing out for reasons we couldn't quite grasp. We thought we had a good culture. We all liked each other, got along, had fun together, and did pretty good work. Yet things were off, and we all knew it. We felt desperate and incapable, and found ourselves discouraged about the possibility of leading our team in a different direction. When we described our situation to Judy, we felt a sense of relief for two primary reasons: 1) because we realized we weren't alone, that other business leaders face these same challenges; and 2) because we knew there was hope. The systems that Judy introduced into our organization five years ago—the very systems she describes in this book—have made an incredible impact. We learned to be purpose driven, creating a mission and set of values that guides all we do. We built awareness—of self, others and the impact our actions have on each situation. We committed to being a true team, supporting all to be wildly successful. Judy gave us a toolkit (one that we dig into each day) to make this possible. Our company now has a REAL culture, one we all contributed to creating, that we're proud of and live regardless of what it looks like to others. Our work isn't just pretty good, it's great. This is hard work—and it is worth it. Reading this book and embracing the messages it contains is your first step to creating real culture change in your organization, driving it and everyone involved to new heights of productivity and results. The tools are in your hands. Following the proven methods described in this book makes it all possible."

Lauren Kolbe
CEO, KolbeCo Marketing

"I highly recommend this book! Judy Ryan has expertise in helping executives understand and address issues related to workplace culture. When I first met Judy, a competitor had just acquired our company. We were struggling to understand our new identity. Rather than wait to be told what to do and how to act in the new environment, Judy helped our team look objectively at the existing systems, build upon what worked in the past and learn how to greatly improve by building a responsibility based workplace where everyone contributes to a common mission. My senior executive team, staff in multiple facilities within my region, and I have all worked with Judy Ryan over the past several years, and have grown significantly as a result of our work with her."

Lisa Meyer
Divisional VP Operations, RehabCare

"When I first met Judy Ryan, she presented to my company a unique approach to incorporating family and parenting programs into our business. Her presentation led me to wonder "why isn't every school offering this?" Now that Judy has written her first book with a focus on helping businesses to allow their employees to reach their fullest potential, I have to believe that "every business needs this book!" Judy approaches a business as a symphony of many varied instruments that requires a conductor and leader to motivate and inspire the orchestra to play a beautiful and cohesive symphony. Within this book are the proven processes and tools that Judy has implemented with many companies to allow employees to reach their fullest potential and provide businesses with the results that they seek."

Maxine Clark
Founder, Build-A-Bear Workshop
CEO, Clark-Fox Family Foundation

"Wow! This book by Judy Ryan provides timely insights, answers to key questions, and outlines a process for creating a better workplace. If you have employees, this book is a game changer. Many organizations lead their people randomly and from reactivity. Judy's book brings you a proactive 'break with' strategy and a simple roadmap to success similar to Michael Gerber's E Myth. Her work is just in time for many organizations struggling to be the best they can be. In her book, you will find the path to diagnose and prescribe how to make your organization more effective."

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Bill Prenatt
Co-Owner, Simply Successful
Co-Founder, Experts for Entrepreneurs

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"Countless organizations in today's business climate are striving to create a culture of shared ownership and responsibility that is embraced by everyone in the organization. Despite their fervent attempts, many are floundering because they aren't asking themselves the right questions, and they don't have the right structures and processes to realize their ambitions. In *What's the Deal with Workplace Culture Change*, Judy Ryan takes the reader on a journey of inquiry and discovery that opens the door to important insights about the nature of human beings in the workplace and what it takes to make them thrive. She provides superb guidance on the systems, processes and management behaviors that are needed to tap into the very best that people are capable of contributing for the mutual benefit of themselves, their coworkers, and everyone associated with the enterprise."

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Les Landes, Owner
Landes & Associates

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"Businesses often forget about the culture, and ultimately, they suffer for it because you can't deliver good service from unhappy employees. I view my role more as trying to set up an environment where the personalities, creativity and individuality of all the different employees come out and can shine."

Tony Hsieh, Founder of Zappo's

What's the Deal With Workplace Culture Change?

by Judy Ryan

This book is an introduction to a comprehensive set of systems designed to nurture and support responsible, fully engaged and socially interested people. This material draws upon concepts developed by experts in Adlerian, Positive and Cognitive Psychology and Emotional Intelligence.

Dear Reader,

Thank you for purchasing this book and for choosing to learn and grow with the gracious assistance of your master teachers—your staff and co-workers! I have a passion for systems and structures; the kind that support successful relationships, productivity and engagement.

The information in this book will change your life should you wholly adopt it. It has blessed me for many years and I know continues to do so. I applaud you on your path to supporting a more peaceful, productive and profitable workplace, which in turn changes our world. Remember: YOU matter! Thank you from the bottom of my heart!

—Judy Ryan, Owner, LifeWork Systems

2015 Judy Ryan

www.LifeWorkSystems.com

Contents

Introduction

I have always been drawn to unorthodox methods for forming authentic community and developing people into good citizens. Since 1984, I have turned my interest into an obsession and in 2002, a business consulting and training company specializing in workplace culture change and leadership development.

Here are key questions that have led to liberation in my life and in the lives of many people I have worked with over the years:

- How can we shift our civilization process so rather than diminish people and demean the human spirit, each person is assisted in expanding into their wholeness?

- What can we do to create a world in which it feels safe to be powerfully influential, inventive, vulnerable, and collaborative?

- What does an organization look like in which people thrive rather than simply survive?

- How do we avoid that which makes us feel and act like victims and rebels and adopt that which makes us feel empowered, lovable, connected, and contributing?

When Beethoven looked at the piano keys, he saw a symphony. When Michael Jordan saw a basketball, he saw greatness. When I meet people, I see powerful, sublime human systems. I see the unseen, the narrative that is more powerful than the surface. Instead of holding onto it, I share that understanding with everyone I meet in order to help them move from fear to freedom.

I believe that at their core, (and unless they are acting from a serious mental illness), people are and want to be great and when they are not acting great, they are discouraged. And more than ever, that story—the one really happening under the surface when we are at our best—is what each person needs to see and embrace. Not the story we scare ourselves with from limitation and fear. I want people to reframe their self-perceptions that inspire shame, so they can access their wisdom and intuition and have fun creating a bright future.

The old ways of understanding human systems are not working anymore—the way of superior versus inferior or management versus employee or parent versus child. Actually, those warring philosophies never did work. And now we need new systems to create authentic relationships, equality and reveal the courageous people we really are.

We need to be more human—as leaders, educators and parents. In order to do this, things must get real. What is your process when you feel frustrated, confused or paralyzed; the days when your staff is not getting along, your business is failing to thrive, or when you see employees coming to work with a dull expression on their face? Maybe it is you wearing that expression. Your bold life is within reach but you must

reach within, past the protections that keep you from address-
ing real issues. Trust me, you have good reason for what's
happening and it is not your fault. This book is my contribution
in helping you to stop pretending and start living boldly as the
leader you are capable of being. The world needs YOU and
the contributions you and your employees are destined to
provide through your business.

Our Current Dilemma

It is clear our current organizational structures are not working well. News headlines make us all too aware of the meaning of the term *dysfunctional* within schools, families, businesses and institutions. Schools struggle to effectively educate. Many businesses, marriages and families are in a state of crisis. Then there's the current state of health care, the economy, welfare, our judicial systems, the environment, and governments.

Additionally, a requirement for mutual cooperation is essential as we expand our increasingly technological and global community. We are evolving at an accelerated pace which creates greater stress and a pressing need to be more inter-dependent and streamlined in our evolution. What once took years and even decades to create, now takes only months or days and our outdated organizational systems cannot keep up with our present or future. What is the answer?

In our work, the answer is a *responsibility-based work-place culture* in which people share power, are equipped to co-create change, and independently self-govern so that everyone can harmoniously blend to create rapid, effective change. In it, each person is first and foremost

purpose-oriented and focused on evolving the vision. Next, everyone is organized to expediently harness the creativity, gifts, initiative and collective talents available in service to that purpose and the greatest expression of it.

What does this mean specifically? Employees in a responsibility-based workplace culture function by a set of principles in which power is shared, knowledge and initiative are distributed at all levels, and self-governing, socially and emotionally intelligent individuals and teams work to accomplish their goals with faith in each other to deliver their part. Imagine organizations and businesses in which everyone in them learns to share decision-making, problem solving, and whole tasks are delegated to individuals and teams independently and yet, interdependently.

In this responsibility-based system, intrinsic motivation, accountability, emotional intelligence and authentic community are top priorities that replace traditional command and control, linear, top-down managing so that joyful participation from passion and purpose reign. I have successfully created this very system in my own family, my own company and in many client sites, including businesses, non-profit organizations, churches and schools.

The job of a good leader is to help each person become able to respond (responsible) in their life and work; to help them by transferring ownership to them in such a manner that they discover their *own* purpose and how to live from it. Then *they* can do the same for others.

We live in exciting times with tremendous opportunities to expand into the amazing, capable, creative human beings we are, and to have fun along the way, alone and with others.

A responsibility-based model is exciting because it provides meaningful uncertainties, and reasonable risks, challenges and opportunities to contribute that cannot be found in traditional models. Vision, with action and teamwork, leads to infinite possibilities. If you are willing and interested, now may be the time to buckle up, and go for the ride of your life.

Why This Book? Why Now?

Now, more than ever, workplace practices can be a source of confusion and misunderstanding with costly consequences or a way to build strong relationships so you stand out as a winner in your industry. Today, we all live under a microscope and reputations can be made or broken in days. Your organizational reputation and the health of your workplace culture are your greatest competitive advantages and a predictor for your success. The more you strengthen them, and the sooner you strengthen them, the better.

The most important question is always *why*? Why consider cultural transformation at all? Why spend time, money and effort to make changes? The following are many reasons business owners and organization leaders give for doing so:

- Employees not engaged in the company purpose, values and vision

- Low trust and morale

- Poor teamwork

- Poor relationships

- Lack of clarity and approval of purpose, values, vision, goals, procedures and roles

- Inadequate motivation, accountability and personal responsibility

- Lack of follow-through on commitments

- Destructive negative behavior (e.g. gossip and under-performance)

- Poor communications: internal and external

- Inability to attract and retain good employees

- Weak or non-existent leadership development processes

- Inability to effectively manage challenges due to mergers and acquisitions

- Inadequate customer loyalty and retention

- Shortage of key social and emotional intelligence skills

- Lack of motivation and initiative

- Falling behind the competition

- Poor customer satisfaction

- Poor employee satisfaction

- Inadequate or non-existent strategic plan for future growth and development

- Lack of metrics and analysis regarding engagement, trust, and alignment

- Lack of adequate training in professional development

- Lack of a workplace culture orientation process for new employees

- No sustainable systems for excellence and ongoing improvements

- Low productivity due to poor engagement
- Competing priorities and values

Bottom line questions for you to consider:

- Do your employees get along?
- Are they responsible and self-motivated?
- Do they maintain high productivity?
- Do they help each other overcome challenges and achieve goals?
- Are they organized, reliable, and creative?
- Are they working together to design innovative solutions, remove barriers, and make your workplace positive, so your customers keep coming back?
- Is your reputation stellar, your business stable, and are your profits increasing?
- Is your success sustainable?

If you cannot answer yes to most of these questions, it is probable your organizational culture and the human systems in it need to be over-hauled.

How To Get The Most Out Of This Book

This book is designed to answer your most fundamental questions about workplace culture change. They include:

1. **How do I assess the condition of my workplace culture?** Business owners need new strategies to succeed and maintain work/life balance. Are you:

   - Struggling, trying to be all things to all people?

   - Working too many hours?

   - Wearing too many hats?

   - Doing too many things without adequate support or compensation?

   - Lacking systems that make the best use of your time, energy and money?

   - Struggling unnecessarily because you don't know your productivity style?

2. **What do my Senior Team and I need to learn and commit to do?**

3. **Why would we transform our workplace culture?**

Business owners want things different. In a responsibility-based workplace culture, you:

- Learn proven, easy, and effective new ways to get things done

- Achieve goals and create new opportunities because you have cleared roadblocks

- Get much-needed support in a way it has never been offered before

- Create stronger relationships, better results and everyone is happier

- Move your business forward quickly, with greater ease and support

4. **What should we transform from, *into*?**

If you want new outcomes, you must engage in new behaviors. You and your employees:

- Discover direction and are inspired to make positive changes

- Influence through inspiration and clear priorities

- Achieve in alignment with your highest purpose, values and vision

- Master operating in ways that foster strengths

- Come to work thinking positively

- Get more done through collaboration and good teamwork

- Experience less stress while creating work you are proud of

- Build an essential foundation of trustworthiness

5. **How can I protect my reputation, grow my business and keep my customers coming back?**

    A healthy workplace culture is a game changer because most business owners need:

    - All employees engaged and motivated to help them progress quickly

    - Help overcoming challenges and reaching goals

    - SYSTEMs that save time, energy and money

    - Methods to redirect negative behavior

    - Best practices to support running, growing and cultivating business health

6. **Where do we start and what is the process?**

    Business owners are dealing with very real issues. A proven process to transform your workplace culture helps so you can stop worrying about

    - *What sabotages our productivity?*

    - *How do we prioritize so we are not paralyzed and reactive?*

    - *How do we get productive instead of just busy with distractions?*

    - *How do we stay on track to achieve goals and meet desired outcomes?*

    - *What will help us take effective action and maintain momentum?*

How Do I Assess The Condition Of My Workplace Culture?

Ok, you started your business and it has been growing. Consider, "Are we as productive as we could be?" It is not enough to run and grow your business.Your ability to sustain *wellbeing* is key to your success and fulfillment. As Michael Gerber states in his book *The E-Myth,* it is imperative to work *on* your business as well as *in* it. In addition to other areas, you have responsibility for your employees' social and emotional intelligence, engagement, productivity and leadership development. You first need to explore what you have now to determine where you need to make positive changes. In my work with clients, I educate them on five steps they need to complete periodically to ensure a *healthy* workplace culture:

Step 1: Requirements Gathering

Step 2: Human Systems Analysis

Step 3: Program Design

Step 4: Implementation

Step 5: Testing and Maintenance

Step 1: Requirements Gathering

Defining your business objectives helps you and your senior leaders build determination. When you refine your existing plan for organizational growth and culture wellness and gain clarity to support a transformation process, you are in the best position to improve the health of your organization and the engagement of your staff.

What is Requirements Gathering? It includes defining and communicating your strategic objectives, including what needs improvement, and what systems if put in place would reduce or eliminate problems. It also includes proactively identifying performance targets such as improving something connected to your customer satisfaction, employee satisfaction or your bottom line. Gathering requirements is foundational to leading your organization to your next level of growth. Chances are, you are committed to growing your company and have a desire for its greatness. You want it to thrive rather than simply survive. Yet at times, you may feel you are shoring up one side of it and then running to another area to fortify it there.

Why does gathering requirements matter? Every day I see leaders who are fighting fires but not sure what is causing them and their lack of clarity is costly. They think they have arrived in one place only to find out they are not where they thought they were on the path to organizational effectiveness. Often the last thing they want to consider is how to create *business health*. We hope that if we work very hard, then even if we are *not* taking stock of where we are, what we want and what constitutes success, everything will turn out fine. When you take time to assess what is needed going forward, and

what you want most, you dramatically improve your chances to accomplish a lot more.

Questions to consider are:

- Do we have a clearly defined *purpose* or *why* for our business and what we intend to *cause*?

- Do we have a clearly defined set of *values* for how we must operate to achieve our *purpose*?

- Do we have specific *visions* for expressing our purpose in the next several years?

- Do we understand what type of *company culture* we want to ensure high productivity, excellent performance and quality?

- Have we determined the *human systems* we need to positively influence how people think, feel and act?

- Do we have a *strategic business plan* and *workplace culture wellness plan*?

- Is our *leadership team cohesive*, including understanding and approving of our plans?

- Do our leaders understand what *outcomes* we commit to achieve over the next few years and the milestones for reaching them?

- Do our *employees understand, approve and support our purpose, values, visions and plans* to accomplish them over the next months and years and does each know his or her *goals* and *role* in the plan?

- Do we regularly budget for and offer *professional development* to support increased leadership,

accountability, intrinsic motivation, caring behaviors, trust and emotional intelligence as top priorities?

- Do we have a schedule for *training and mentoring* each employee so they are supported in taking full responsibility for their relationships, productivity and engagement?

Steven Covey was right in his book *Seven Habits of Highly Effective People* when he stated that the first priority habit is: *Be proactive.* Consider the questions I have presented here and begin to draft your answers.

Step 2: Human Systems Analysis

Motivated, successful, and contributing. That's what you need your staff to be to achieve your goals and provide quality service to the clients you serve. The world is changing. Systems must evolve to support these changes or you fall behind. Without healthy *human* systems and measures to assess them, your tools and strategies fall short. Human systems are simply *structures* you put in place to communicate your expectations for how people need to think, speak and behave in order to fulfill your organization's stated purpose.

Are you bold in measuring whether you and your fellow leaders are walking the talk? Do you prioritize your human systems and measure each person's ability to perform within an agreeable level of competency?

One example of how I support clients in this is by having them review one another's commitment to live according to the organization's core values and the eight values that build trust which include honesty, straightforwardness, receptivity,

disclosure, respect, recognition, seeking excellence and following through on commitments.

Each person offers a measure between 1-10 for how well *they* are living each value, and then receives 1-10 feedback from coworkers. Suggestions are offered. This is one example of using measurement to identify and prevent problems and proactively make improvements in human systems.

What is Human Systems Analysis? It is a method to uncover the strengths and weaknesses within your *human systems* so your people are supported in positive thinking, feeling and behaving.

Why is it important? Your people are your greatest asset. Consider:

- Have we conducted a company-wide assessment measuring our levels of trust, alignment, and engagement?

- Do we regularly repeat assessments to determine where to make improvements?

- Do we over-communicate our purpose and values so everyone can repeat them if asked?

- Have our employees created their *individual* plans, outlining *their* purpose, values, and visions?

- Do our employees understand the expectations of our leaders for excellence in *social* and *emotional intelligence*?

- Do our leaders effectively transfer responsibility to staff for getting along, staying motivated and getting a lot done?

- Does our company utilize a temperament assessment to foster self-awareness and awareness of the diverse values, priorities, communication styles and behaviors of one another?

- Do our leaders conduct regular individual mentoring sessions and discuss opportunities for improvement and how to help?

- Do our leaders collaborate to support each other in fine-tuning our human systems?

- Do we track performance targets related to our human systems?

I work with leaders to develop human systems that build motivation in their staff. Part of the process includes identifying performance targets (desired outcomes) related to their human systems. I offer these target *areas* as possibilities:

- Reducing trust gaps

- Increasing alignment

- Improving retention

- Reducing gossip

- Improving service

- Reducing complaints

- Improving relationships

- Improving productivity

- Improving engagement

- Improving performance

- Improving profit

- Increasing revenues

- Improving staff satisfaction

- Improving customer satisfaction

A *target* is a specific outcome describing results in numbers and degrees of change. For example, a *target* for the *target area* <u>reducing gossip</u> might be "By the end of six months, reports of negative, character-degrading, and blaming conversations are reduced from twenty per week to one or two per month."

Target Tracking is a method of tracking progress and identifying what is working, what is not, and what needs to be adjusted to progress. Don't leave your human systems to chance. Analyze them. Identify specific criteria for success, then measure and adjust.

Step 3: Program Design

Did you know…

- 90% of organizations don't use a planning process

- People focus on desired results only 50% of the time

- 69% of people are disengaged

- 88% of companies lack an effective plan to grow

Gallup Organization[1]

A healthy organization has a regular plan to educate, mentor and integrate best practices to make sure their people are learning and growing. Your program design for working on your *human systems* is key to improving relationships so you better serve one another and your customers.

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1 http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx

I work with thought leaders, visionaries, and change agents committed to creating success by developing highly productive individuals and teams. Here are just some of the challenges they report:

- Communicating to people a vision and path for a successful culture transformation

- Inspiring trust and courage so people take the leap of faith needed to build a healthy culture

- Receiving sufficient financial buy-in and support

- Addressing and winning over naysayers, doubters, and clingers to the status quo

- Overcoming their own fear of change, their employees' fear of change and the associated growing pains

Without a sound plan for organizational health, many organizations end up with a mediocre or poor culture that drives their best people away and provides a haven for the disengaged.

What is Program Design? A program design is a sound plan to educate, mentor and coach all your people in new processes you implement, and to create a value-based environment with a high priority of developing leadership and personal responsibility in all.

Why is it important? Just as a builder needs a good blueprint, so too, your people need a well-designed program that takes them all the way to the other side of the workplace transformation process. Consider:

- Do we have a sound plan for adopting a values-based, personal responsibility workplace culture model?

- Have we mastered the tools, model and know-how to promote and communicate it in a unified manner?

- Do our people attend regular training sessions to increase their self-awareness, self-management, and awareness of others and to be effective in managing relationships with managers, peers and clients?

- Do our people know how to create individual plans for professional development and share them with their managers?

- Do our people all know common, specific communication and leadership skills?

- Have we integrated opportunities into our workweek for every person to demonstrate new skills?

- Do we have an orientation process in which all new hires learn about our culture, are trained in our unique toolset and processes and know how to quickly participate in the organizational culture in a meaningful way?

If you can't answer yes, you may want to consider adopting a plan, so you don't inadvertently plan to fail.

Step 4: Implementation

"What you want is within your reach. You can flip a switch and your life can become what you want it to be."

Sam Carpenter, Author, Work the System

Problems exist in the gap between what you desire to be happening and what is actually happening. It is not enough to teach skills and expose your people to information and ideas.

Lessons need to be put into action. Without behavior change, great ideas are nothing more than that—*ideas*!

The goal of effective executive management is to make leadership development a priority and effective transfer of responsibility a primary focus. When you do, every employee of yours becomes responsible for his or her relationships, productivity and engagement.

What is Implementation? Implementation is the execution of your program for transforming your workplace into a responsibility-based one.

Why is it important? Results are not random. Results are an effect of your willingness to plan, organize, prioritize and complete. Your implementation plan focuses on your completing process. Ask yourself these questions:

- Are my employees engaging in individual and group training and implementation meetings monthly to discuss with their peers and managers topics related to organizational wellness, accountability and demonstration of new skills and problem solving?

- Are my employees leading effective meetings and operating as subject matter experts (SME's) in human systems and job-related skills?

- Are my employees clarifying, refining and reinforcing leadership, relationship and trust-building skills with the support of mentors?

- Are we using interview processes to hire (or disqualify) candidates based on their fit for our culture?

- Are we using a process for determining when, why and how to terminate employees who are not aligned?

- Are we using processes to ensure all employees are providing ideas, implementing them and demonstrating leadership in cross-functional teams?

- Are my leaders regularly reviewing and reporting success stories, collaborating on processes and providing input for ongoing improvement?

The business world is changing at lightning speed. Leaders have the opportunity to implement systems that exemplify and cultivate the healthy culture needed to manage rapid changes, but only if they have the courage to meet the road where the rubber hits. When you implement systems and discover unexpected weaknesses, you are then able to overcome them until the health of your organization repels reactive, irresponsible and disengaged people and becomes a magnet for a healthy, proactive and fully engaged team.

Step 5: Testing and Maintenance

"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."

Abraham Lincoln

In a recent article by Patrick Lencione entitled, *The Last Competitive Advantage,* he states that the health of your organizational culture is the one advantage remaining to place you ahead of your competition. Even when you achieve a high performing workplace, the question becomes, "How do we continue to improve and maintain it?"

What is Testing and Maintenance? Testing and maintenance are the measureable ways you define and track success and make course corrections when needed.

Why is it important? Staying on top of improvements is key and maintaining and reporting success to your staff fuels positive momentum. We recommend you set aside regular time to focus on *testing and improving*. Ask yourself:

- Do we schedule and regularly track key performance metrics, including reaching defined milestones, within targeted dates of completion?

- Do we review, analyze and assemble assessment data to improve processes?

- Do we develop specific plans to make course corrections?

- Do we share assessment data with our employees?

- Do we review it together to celebrate successes and problem-solve emerging challenges?

- Do we make sure our entire staff and leadership team members implement course corrections?

- Do we utilize a cross-section of people from each business area to identify needs and solutions together?

Organizational wellness is essential, as is especially apparent as outdated workplace systems fail to keep up with present day advancements. Sharpening the axe means that business leaders must be prepared to embrace rapidly changing tools, strategies and partnerships to get the job done and done well. This is the reason testing and maintenance are more important than ever.

The systems and strategies of the past are no longer effective. Schools were originally designed to cultivate conforming, compliant factory workers. Families expected children to be seen and not heard. Businesses were run in

reaction to the war, the depression and were characterized as a system of mechanistic, linear processes within a hierarchical management structure. These now need to be replaced with agile, iterative and simultaneous processes in which technology—new platforms and tools—and other innovations must not only be embraced rapidly and regularly, but also integrated intuitively, with the youngest team members often providing equal or greater value than older, seasoned employees. Organizational health is where collaboration and diverse strengths blend within socially intelligent teamwork.

In your testing and maintenance phase, you are an organization exercising all four emotional and social intelligence competencies. You and your employees are self-aware, self-managing, and aware of interdependencies between people, including the effects each has on one another, and the business functions. Over time, effective management of relationships becomes evident. You have a responsibility-based, value-based workplace, sustaining change and improvements. Because you make results a priority, you are enjoying your transformation process and able to quickly integrate advanced skills and strategies.

This section raised the question, "Why are we transforming our culture?" *Why* is the most important question for you to answer. To explore *your why*, consider taking our Exploration Survey at www.lifeworksystems.com/assessments to get your customized free report.

What Do My Senior Team And I Need To Learn And Commit To Do?

Transforming a workplace culture is not for the faint of heart and success is always dependent upon the CEO and leadership team

By our definition, a healthy workplace culture is one based on shared responsibility and values, where managers become mentors who create leadership in all. Together everyone creates a caring community where social interest in one another and clients is central. Each leader needs to grasp the knowledge and commitments required and how to execute fully when they do. Tactically, this includes:

What the CEO must know and commit to do:

- **Oversight**. As CEO, the health of your organization's culture depends on your oversight. You are captain and your boat sails or sinks depending on your informed guidance. Additionally…

What the CEO and leadership team members must know and commit to do:

- **Why are we transforming *our* workplace culture?** What are our current challenges, roadblocks, losses, and why have we decided this is the path for doing something about them?

- **What is our transformation exactly?** What are we transforming from, into? How do we make sure organization-wide changes reflect new objectives? Are we informing, inspiring and enrolling staff?

- **When are we beginning and ending the process?** What is our return on investment? What are our defined outcomes? What and when are we distributing information to our direct reports?

- **Who is needed, in what roles on the bus?** What are our goals and roles for us as leaders? What are the new goals and roles we want for our direct reports and what will change in what we are giving to, and receiving from, them?

- **How are we demonstrating proficiency?** Are we modeling, mentoring, and leading others to use new tools and processes? Are we developing subject matter experts in key skills?

- **Are we fully immersed in the model?** Are we transforming managers to mentors? Are we attending, participating in, and facilitating meetings and post-training sessions? Are we building authentic community? Are we aligned in purpose, values and visions?

- **What do we benchmark and why?** What are we measuring to assess challenges, make course corrections, and track improvements? When, how and who reports to staff on results and next steps? What surveys and questionnaires are we using? How are we sharing this information?

- **How often are we reporting and meeting with direct reports?** Are we helping them change behavior? What topics, milestones and objectives are we communicating? How are we giving encouragement and showing recognition?

- **How are we demonstrating full understanding of the cultural transformation?** Are we communicating our roadmap and upcoming changes? Are we scheduling required time, attention, energy, money and resources? Are we providing consistent, inspiring, informative communications?

- **How are we demonstrating full commitment to the cultural transformation** Are we "walking the talk" with purpose and values first in addition to job skills? Are we changing our hiring and firing practices? Our orientation processes? Are we providing leadership opportunities and shared power, encouraging each person to participate in a variety of roles within meetings and projects?

You have heard it said, "Feed a man a fish, feed him for a day. Teach a man to fish, feed him for a lifetime." The same is true for developing leaders within your organization and building a healthy community. The skills taught and new behaviors shared serve your staff and clients far beyond a

financial ROI. You provide GNH—Gross National Happiness, which enhances every person's personal and professional success!

CEO Oversight.

Vulnerability is your Greatest Asset. Your first step is establishing a transparent relationship with your staff about your decision to make needed changes. Explain your intention, your fears, the learning curve and your plans. Let them know you have discovered systems to help them become supported and successful. Explain that you are investing resources and taking responsibility to lead the charge. Most importantly, let them know you will be asking questions often avoided by other leaders and you will respond to their feedback. Open-heartedly ask them to help you.

There's a range of decisions they can make. Anything from, "I would rather stay comfortable in what I am doing. Others need to change and I blame them for any problems" to "I will embrace positive change and do my part to make it happen." How will you help them choose to participate with you?

Building Capacity for Change

One of the most perplexing elements of my work is resistance on the part of some to embrace positive change, even when a workplace is dysfunctional, relationships are painful, and work is unfulfilling. For example: a client's entire staff of forty-six employees verbally expressed a lack of peace and unity in their organization, yet, when their leader took action to implement positive change, some of the employees become resistant, saying, "We don't need these changes. Things were just fine."

In order to make positive change, receptivity, patience, authentic disclosure, compassion, and curiosity are what is needed because lasting change is inspired, not coerced. Here are common reasons I see for resistance:

Change requires we let down our guard. We may not be good at the new skills required for growth, or think we should already have them. Many people do not like the feelings they have when they look closely at relationships or habits that need changing or improvement.

Change requires we spend precious time. We fret over time needed to learn and embrace new habits. We are annoyed we need to allocate resources to implement new habits we believe we should already have, nor want to spend time releasing old, counter-productive ones.

Change requires strong intrinsic motivation. When change engages a person's sense of meaningfulness, sense of choice, sense of competency and sense of progress, they are more likely to embrace positive change.

Change requires faith rather than hope. Jim Carrey recently said in a commencement speech, "*I don't believe in hope. Hope is a beggar. Hope walks through fire and faith leaps over it*." Brene Brown, researcher and author on shame and vulnerability puts it this way; "*We suffer from 'foreboding joy', a coping mechanism to avoid disappointment if we don't succeed as hoped*".

Most of all, *change requires we build capacity for it.* Capacity building is a continual process of improvement within an individual, organization or institution, not a one-time event. It is essentially an internal process, which often needs to be enhanced or accelerated by outside assistance. Capacity

building emphasizes the need to build on what exists, to utilize and strengthen existing capacities (money, time, emotions, relationships, systems), rather than arbitrarily starting from scratch. However, in some situations radical and extensive changes may be needed.

An essential aspect of capacity building should be to increase your staff's ability to cope with change and to use an integrated and holistic approach rather than traditional, outmoded ways of using control to address problems and organizational change. Buy-in needs to be developed in honest and straightforward conversations, often one person at a time.

Capacity building takes time and requires a long-term commitment from all involved.

Avoid sabotage by building capacity. You may encounter individuals who need to better understand the purpose for the transformation in order to support and cooperate fully in the change process. You must individually determine resistance or willingness.

Buy-in. if some employees *are* resistant, it is important you meet face-to-face with each to enlist buy-in to the highest degree possible. Once commitment is gained, each employee reads and signs a document outlining they understand the process and requirements and are committed to helping bring about change successfully. Spending time with each employee until they are willing involves having straightforward and open conversations, asking their opinions, concerns and needs, and sharing why changes are desired, what results are sought and ultimately how you want each to act and feel to live to your organization's purpose and values.

As Owner or CEO, you must understand all things related to your decision and commit enthusiastically to the positive changes you are introducing because you are *inspired* to do so. Then you inspire others. The quality of your staff's participation is directly connected to your *ownership* of the process. You must be present for every event and meeting, follow-through on every commitment and demonstrate your determination to create your workplace from a place of *purpose*. In a very real sense, you conduct your business from your heart.

When I speak of heart, I am referring specifically to your heart's purpose, inspired from within, deeply stirring you, and leading you to take actions that are not for the weak-willed leader. They matter most to you. In my work with clients, I find that many CEOs don't have a clear idea about their purpose (often called mission) and how it differs from a vision. Your purpose is an extension of you, and at best, reflects why your business exists.

Your purpose has always been and always will be a positive focus of your life when you are most authentic, no matter what the outward circumstances of your business and despite if you have defined your purpose or not. To many, if a purpose as we describe one, is applied to business, it may seem at first glance to be too abstract, vague, squishy, lofty, esoteric, overly feminine or spiritual. For example, a meaningful purpose might be, "To create a joyful, caring community." When a company starts with a purpose such as this, some might think this is nice but relatively insignificant.

Your purpose is anything but.

It applies to everyone, including your staff, your vendors, your partners, and your customers. A purpose, holistically derived from your most meaningful experiences, is one that deeply inspires you, centers you, motivates you, and provides a focal point from which you inspire, center, and motivate others. It is *the* touchstone you draw upon especially when times are tough, when you or your employees are tired or afraid or have lost the way, even if only for a moment. It is the stable foundation from which great things can grow and be sustained long-term. From purpose, you determine your values, how you must behave and be in order to *cause* your purpose. Then, you determine visions for the way you express your purpose; the how and what you will do, create or accomplish.

Your role is *THE* determining factor in whether you drive and sustain positive change

In my work on culture change, leaders I have found most successful are those who have a clear, meaningful *why* for taking the helm, including why to create a values-based, responsibility-based workplace. Because they do, they are willing to learn *how* and *what* to do. Then, they inspire others to follow. If they are committed to creating an extraordinary company culture, and THAT'S A LOT!

Why Would We Transform Our Workplace Culture?

What will be different?

You may be thinking of your challenges and goals and know intuitively the time for change is now. You want a workplace where instead of finger-pointing, mediocrity or passive waiting, everyone takes personal responsibility for getting along, getting lots done and getting motivated. You know a company culture overhaul is probably in order. So…where's the hard evidence? And how do you help everyone face it and decide the same?

For starters, check out these hard numbers. In the 2015 research data on *Employee Engagement* collected by Gallup on over 2.5 million American workers, the report indicates that only 31.5% of employees display a high level of committed passion on the job. While this is up from 29% in 2013, this number is still a cause for concern. These employees are called *Fully Engaged* and are described as eager and willing, personally responsible for their work, their relationships, and have strong self and social interest. I am sure you can think

of many people like this; they are your go-to people, and the ones you can count on in a bind. They give 100%.

They are the people referred to in the 20/80 Rule; and even if it were called the 30/70 rule, it is one rule we should all break. On average, *Fully Engaged* employees generate $32,000 additional revenue per year for their organizations. They are happy, healthy, take reasonable risks, and are creative and innovative. They are great team players and a delight to be around. And… they won't stay in a dysfunctional workplace culture in which they are not inspired or supported adequately.

Out of the 68.5% remaining, a whopping 51% resentfully do only what's absolutely required and nothing more. They stick to the rules and stay out of trouble but they are switched off and non-creative. This group of people is described as *Disengaged*. 51% of the population is a disturbing amount of people. Their behavior is characterized by mediocrity. They are often referred to as nine-to-fivers because they show up everyday but they appear to be motivated to be there because "I *have* to work to collect a paycheck" and little more.

They refuse to do most tasks outside of their explicit job description, are often apathetic, bored and uninterested in being helpful beyond the bare minimum. Their communication skills and teamwork are marginal. A *Disengaged* employee wastes a lot of time texting, surfing the internet, talking on the phone, taking too many breaks and in many other ways puts in time without full effort. They put off a vibe of resentful compliance and they often look and feel like a *victim*.

Gallup assessed that *Disengaged* employees are a wash financially, not creating new revenues for their companies,

but not incurring undue financial losses either. I disagree. The *Disengaged* may provide a surface monetary break-even to their employers, but there is a loss of *opportunities* that cost untold dollars in neglected customers, overlooked prospects, hits to your reputation, undiscovered inventions, and missed innovative solutions, wherever mediocrity reigns.

The last and most discouraged group comprises 17.5% of the population and they are those described as *Actively Disengaged*. They are not just unhappy at work; they act out that unhappiness. They work against people. They will not be told what to do. They are entitled. They are the first to sue, call in sick and get stressed out. They are often intimidating, uncooperative, sabotaging, pessimistic and blaming. They gossip and dramatically under-perform. They harass, intim-idate, use aggression, bully others, and consistently spread negativity. They also cost an average of $16,000 per person, per year and are hardest to get rid of. The greatest number of *Actively Disengaged* are Millennials.

When you improve your workplace culture, you measure and consciously increase engagement levels to beat these odds. When you do, your return on investment is measurable.

You Learn Proven Easy And Effective New Ways To Get Things Done

You may be thinking, "Why do I have to learn new ways? Why can't we go back to the good old days when people just knew how to behave?"

Whether you make the connection or not, managing, motivating and evaluating others to induce good behavior no longer nets the results they once did. While some may

be discouraged witnessing employees showing up with ever-greater emotional reactivity, rebellion and apathy, when understood, these symptoms are progress- the doorway to necessary and healthy cultural transformation. They indicate you have issues that are not resolved by continuing in the same manner. Some business owners and leaders use these symptoms to increase their controlling ways, asserting they are proof it is crucial to get back to the good old days when people did what they were told "because I said so." But, were those 'good old days' really so good?

Throughout history, whole segments of the population were oppressed, abused, neglected and excluded from equality and mutual respect. In the U.S., our legacy contains atrocious win/lose scenarios whereby many were denied the vote, their say, and their dignity and were relegated to positions of powerlessness and inferiority. Consequently, this has inspired anger, fear, hurt, resentment and retaliation. This personal and interpersonal upheaval is at the heart of such interventions as labor unions, regulatory boards and societal shifts such as the Civil Rights and Women's Movements. I believe this leadership style that starts in childhood in homes and schools and continues into adulthood in the workplace. It is at the heart of why 51% of people are *Disengaged* and 17.5% of people are *Actively Disengaged*.

Due to the evolution of information technology connecting us to the entire global community, along with increases in education and the actual shift to greater equality for all, more employees recognize the abundance of diverse perspectives, options, purposes and opportunities available to them. They sense and desire increased democracy and freedom, *yet lack the personal responsibility and collaboration skills needed for*

functioning within them. What's crucial from leaders is that each provides guidance in developing new competencies so those they lead are able to responsibly manage these changes.

Graceful transformation of your workplace culture occurs when healthy social interest and intrinsic motivation are cultivated; when people align their actions with meaningful purposes and shift from passive compliance to proactive self-management. Your primary task is one in which managing, motivating and evaluating others, is replaced by effective transfer of responsibility to your employees as a top priority. As you and your leadership team and managers become masterful in mentoring the values and behaviors that build trust and foster collaboration, they guide others to better manage themselves and their relationships. The shift then is from control-driven to responsibility-based leadership.

Here are a few questions to determine your readiness to embark on this path:

1. Am I committed to partnering with others?

2. Is a responsibility-based culture a high enough priority to ensure I devote sufficient time and resources to bring it about?

3. Will I give others ample opportunities to think about and discuss ideas and solutions together?

4. Am I prepared to share power and control?

5. Am I committed to the ongoing personal growth and development I need to become more effective in my new role?

6. And, most importantly, am I willing to let go of the illusory 'good old' days' for the "best of times?"

You Achieve Goals And Create New Opportunities Because You Have Cleared Roadblocks

Your biggest roadblock is recognizing whether or not your people are *surviving* or *thriving*. Sometimes I hear people say, "That triggered me" or "that sure hooked me." Their state of mind and emotions shifted dramatically in an over-reaction to something they witnessed or experienced.

A friend of mine described it this way: "I was visiting my aunt and realized a terrible storm was coming. I heard the wind howling, saw the trees bending and I immediately went into a panic where I felt compelled to leave and get to safety NOW! As I was driving, at first I did not register this was not a good idea. Hail was pelting my car, numerous vehicles had pulled under viaducts and trees and I had terrible visibility due to torrential rain. Instead of getting to safety, I had put myself in danger." My friend's brain had been hijacked into fight-or-flight, impeding her ability to make conscious, here-and-now, or rational choices.

What's important is not this example, but rather how often your employees are operating from survival and don't know it. Why does this matter? When they are not in an empowered, fully present state of mind, they don't see options clearly, they become defensive, anxious, resentful, rebellious, and are unable to be responsible and accountable. They cannot access their wisdom and inductive reasoning skills. They inadvertently do harm to others and themselves and don't realize they are doing it.

People are competent when you provide conditions that meet their four core needs. At the heart of the matter, all

people have four core needs that must be provided for and nurtured if your organization is to be filled with thriving, caring, contributing members. The four core needs that internally drive all human behavior are: to feel *empowered*, *lovable, connected*, and *contributing*. Most leaders do not proactively support these needs and in fact, often unintentionally adopt practices that block them such as harshness, micro-managing, rewards and incentives, competition, negativity and neglect of talent, to name a few.

When people are frustrated in meeting their four core needs in positive ways, they are driven to satisfy them in any way they can. Then their poor behaviors seem to confirm widespread, faulty and pessimistic biases about human nature (e.g. that people are evil, lazy, and selfish). Add to that outdated parenting and education systems, religious messages, and penal codes, and people learn at an early age to avoid self-examination and scrutiny from others. Like a starving man sneaking in to steal bread, discouraged people play out core need hunger in overt or subtle ways that are often socially unacceptable and definitely counter-productive.

Results in our client sites confirm that positive results occur when organizations intentionally work to meet these four core needs for their employees.

You Get Much Needed Support In A Way It's Never Been Offered Before

You do this by helping your people conceive, believe, then achieve goals and create new ones. In order to get the support you want and move your business forward quickly, you need to make new changes operational and practical.

The difference between an idea and a commitment is the difference between knowing about a new tool and using it in your everyday life as a new habit and way of operating. The greatest challenge many of my clients encounter as they improve their workplace culture is to take new concepts and tools and translate them into resources they and their staff implement consistently until they achieve new, significant, sustainable results.

In my work, I educate business leaders on how to be emotionally and socially intelligent and how to propagate this and leadership development throughout their organization. They learn first to be self-aware, self-managing, aware of their interpersonal dynamics with others, and how to manage relationships. They then stand in the authentic authority they need to help others do the same.

They learn how to communicate effectively, make accountable requests and agreements, practice honesty, receptivity, disclosure, straightforwardness and many other behaviors that build trust and teamwork. They learn to ask for what they want, speak openly about behaviors they don't like, share their highest wishes and hopes and ask for changes in behavior. They learn to stop gossiping, vent in a healthy manner, redirect negativity, and align with purpose and values instead of operating on autopilot. In a nutshell, they learn how to be leaders and to develop leaders. Ideally, they take learned concepts and adopt habits that result in operational, positive change. Otherwise they (and their employees) are temporarily enthralled with new tools that ultimately end up on a shelf only to be forgotten.

Training employees in human systems means they first review positive, life-enhancing ways of thinking, feeling, speaking and behaving and then over-communicate the relevance of new practices for leveraging them. Knowing a strategy or tool does not guarantee it is drawn upon consistently. A priority of a good leader is the ability to transfer responsibility to others for using new skills in order to help each master their relationships, productivity and engagement. Leaders must connect a compelling, inspired purpose, the values for how to actualize that purpose, and the specific behaviors and processes needed for living into it.

When a new strategy or tool is made relevant to one's purpose, and focused as a practical resource, achieving excellence is not only possible; it is likely. One way to implement new tools and strategies in a lasting way is to assign all employees the task of presenting on several of them to fellow co-workers. What you teach, you learn. First they review skills, then share the relevance of each to your company's purpose and core values, and then seek specific ideas for how to make the new tools and strategies practical for your circumstances. Lastly, each takes personal responsibility to adopt new habits and communicate progress to everyone.

This furthers progress in several ways. First, your employees learn best when they review what they need to practice. Second, when they communicate the relevance of a new habit, they are increasingly *inspired* to adopt it and when they draw upon it repeatedly as a resource, they succeed. Success is a potent motivator and feeds momentum. Then all that is left is to keep new practices front and center until they morph into sustainable habits. *Bottom line:* When you

teach something new, make sure its relevance is clear and a commitment to making it a resource is a tangible experience.

You Create Strong Relationships, New Results And Everyone Is Happier

When you think of a happy team, you likely picture good team players that pitch in, are positive and manage themselves well, including their relationships, motivation and enthusiasm for life and work. They are helpful and can be counted on consistently. Every business, organization, school, neighborhood and family has people that are team players and exceptional performers; they are fully engaged, proactive and socially intelligent. They are movers and shakers. Here's what they are NOT: they are not blaming, or focused on changing, fixing, converting or even healing others in order to be exceptional.

People in the happiest of communities commit to conscious personal growth, and build trust. They are honest, straightforward, and disclose their ideas, opinions and feelings. They are receptive to differences and don't rush to find solutions as though diversity of thought and feelings are a disaster or cause for alarm. Instead, they show deep respect for the values and gifts others' bring, and maintain patience and faith when a path to collaboration and synergy is not immediately evident. They seek excellence, serve by doing quality work, follow through on commitments and build strong relationships.

The Post-Dispatch recently reported an alarming trend and the high cost to area businesses when disgruntled customers complain on social media. It's every company's nightmare. Do you want to protect your reputation and make

sure your employees deliver consistent, positive customer service? Consider a happy community as the solution. When you recall your own experiences in one, remember how much work is accomplished and how fulfilling the experience. When there, word of mouth was synonymous with phenomenal advertising.

So… this begs the question: Why would any business owner neglect happy community as a prerequisite to excellent service? Most often it is because they do not recognize the costs of neglecting it, nor how to go about creating it. The greatest challenge I face is articulating the process and resources needed to create a happy community. In order to simplify, here are two basic components for "how to":

Encouragement. Encouragement is THE essential component for building a happy community. Encouragement is the *building up of courage* through development of leadership and internal motivation so decisions and actions occur from responsible, *empowered* thinking and feeling. *Bottom line*: Encouragement happens when each member in your workplace understands what must be nurtured and cultivated in one another. This requires *removing practices from your business likely to cause people to feel anything other than empowered, lovable, connected and contributing* and this is a LOT. It includes transforming managers to mentors, eliminating gossip, office politics, confusion and apathy and adopting human systems to shift from blame to problem solving by consistently asking, "What *system* would solve or prevent this problem from happening or recurring?"

Redirect Negative Behavior. By creating an encouraging environment, you eliminate about 90% of all negative

behavior, but despite this, sometimes people show up at work displaying poor behavior. If this is met with traditionally harsh, punitive or enabling reactions, you foster further discourage-ment. Therefore, learning how to maintain order and healthy relationships without diminishing yourself and others is critical. In our responsibility-based model, we teach clients how to redirect negative behavior without using harsh or punitive measures or those in which you try to induce positive behavior with a carrot. You cannot use power-over people and then hope they will behave well.

Service and support are a natural response when human beings feel happy, competent, safe, connected, creative and are having fun. Too many people say, "I left the *corporate* environment because it was just too toxic." Rather than lose your best employees and customers, consider the benefits of proactively creating a happy workplace community where people function to their highest potential.

You Move Your Business Forward Quickly With Greater Support

Think of people you know and admire a lot. What qualities do you like most about them? How do they make you *feel*? Chances are they are people who banish inferiority feelings in others and *cause* a positive experiences instead. They have social interest.

> *"Inferiority feelings rule the mental life and can be clearly recognized in the sense of deficiency and dissatisfaction, and in uninterrupted struggles both within individuals and humanity."*
>
> **Alfred Adler, Psychiatrist, 1870-1937**

Develop social interest. Social interest is a capacity inherent in all humans but must be developed and trained. It comes when a person has an inner sense of connectedness and continuity with others and with all of life and is felt by others. Social interest is a highly developed, natural empathy for all. Social interest is lacking more often than we realize. Let me tell a simple story to illustrate.

I met a man once who delivered a presentation to about fifty people. Before he started, he met each person briefly. Then he remembered every name. I asked him if he used a memory trick. He shared that before meeting people, he addresses any fears of judgment and consciously accepts what he discovers he is judging in himself. *This enables* him *to relax and open to others.* He said that most people maintain unconscious self-interest and self-defense and why so often most of us cannot remember a person's name just seconds after meeting them. Self-interest trumps social interest.

Consequences. I believe our lack of social interest is related to a common approach used in homes, schools and workplaces in an attempt to create good citizens: our use of *consequences*. When I ask most people what the word "consequences" brings to mind, they tell me some version of "*Something bad happening to me. I'm in trouble*." I teach that consequences are what **we** *cause others*; positive or negative effects we create and can recognize by asking specific "what" and "how" questions. "What" do I want to cause?" "What" have I been causing?" "How" am I using my power? "How" are others feeling about what I'm doing? Good citizens take responsibility for their outcomes.

Recently on YouTube, I saw an experiment in which able-bodied drivers were caught on video parking in handicapped spaces. The usual warning signs outlining *consequences* to the drivers were not working. So, a group (promoting social interest) posted pictures of handicapped people with the words, "Thank you for saving this spot for me." Over and over, video cameras captured people pulling in and then reversing and parking elsewhere. Self-interest focuses your employees away from caring behaviors with often devastating effects. Social interest promotes caring behaviors and relationships that work.

Social Interest and Relationship Data. I recently read compelling research on what creates strong, sustainable, joyful relationships. The gist: these occur when people are able and *willing to meet emotional bids to connect*, especially positive bids. You and your employees cannot do this if they are focused on themselves and oblivious to bids sent by others. Without openness to others, discontent and contempt are bred. This research describes the importance of healthy social interest, which has huge ramifications for your businesses, first with your employees and then between them and your customers.

Encourage power-within. For many centuries, people who practiced *power-over* exemplified our ideal of *legitimate authority*. We have mostly fallen asleep concerning our choices about how to use power. For centuries, *power-over* was perceived as normal and acceptable even though it is a win/lose dynamic. No one is ever winning when someone is losing. While it may not seem so, those exercising *power-over* are no different than those engaging in *power-under*. Both are operating from fear, anger, revenge, resentment, and hostility.

This is the reason you may have painful, slow, start-stop progress. What's the answer? Until each of your employees gets off this seesaw of inauthentic and irresponsible use of power and chooses instead *authentic power-within*, you are doomed to be in cycles of ongoing retaliation. How does this impact *your business*? Every time you or your staff acts without a healthy relationship to authority and power, there are tragic and wasteful consequences, large and small, no matter how noble outward actions may appear.

Recently I was working with a group of Directors, responsible collectively for over a thousand people. I helped them learn to recognize *how, when* and *with whom* they keep themselves in a lesser, inferior and powerless position? Also, *how, when* and *with whom* they keep themselves in an inflated, superior and over-powering position.

I used this concept throughout their day-long workshop in exercises, including how they make requests, build or break trust, deal with gossip, overcome frustrations, influence cooperation and develop and model leadership. When they got on the seesaw, I would say, "Did you just respond from *power-over*, *power-under* or *power-within*?" They quickly recognized their choice and its effects.

None of us has an excuse for continuing on a lose/lose seesaw as *inferior* or *superior*. No matter our education, opportunities, history, genetics or circumstances, we have all seen *at least one person* who has or currently demonstrates *power-within* and we have no justifications to remain inadequately self-aware and self-managing. We are not prisoners of our history or conditions.

Important Questions To Discover Why *You* Should Invest Your Resources Into Improving Your Workplace Culture:

A compelling *why* is always the greatest motive for doing anything. And the right questions help your team get on the same page about why change is needed and how it benefits all. Let your staff know you care and are serious about supporting them. When we assess an organization, these are additional questions we ask:

- How well does your team build trust? Do you practice openness, acceptance, reliability and congruence?

- What are the gaps between values you place on trust-building behaviors such as straightforwardness, honesty, receptivity, disclosure, respect, recognition, seeking excellence and following through on commitments, and how well do you collectively fulfill on these?

- How much do your people know, understand and approve of your company purpose, values and vision? Your goals, procedures and roles?

- How much gossip are you and your employees doing?

- What is the quality of your communications?

- What is the quality of your management?

- How engaged are you, your managers, your peers? Fully Engaged? Disengaged? Actively Disengaged (negative and sabotaging)?

- What would you improve if you could?

As you get this feedback out on the table and share it, everyone gets a clear picture of why, where and what to transform. Then, later you re-measure to celebrate improvements. While you hold responsibility for and shoulder the bulk of consequences for your company's workplace culture (both positive and negative), you need your people to understand they are invaluable to you and this process, and they too share in the causes and suffer or benefit from the effects. Enlist their help. It truly takes a village to create an extraordinary workplace.

What Should We Transform From, Into?

You focus on making sure organization-wide changes reflect new objectives you have defined. Are you informing, inspiring and enrolling staff in being the company you want to be and getting the results you want to get? Consider the following ways to transform:

You And Your Employees Discover Direction And Are Inspired To Make Positive Changes

Foster personal responsibility. Make being self-directed, responsible and accountable top priorities so your people move from compliance to commitment.

> *"You get the best efforts from others not by lighting a fire beneath them, but by building a fire within."*
>
> ### Bob Nelson

Compliance. People used to think of the workplace in terms of the activities and behaviors that employees needed to perform well. Managers used supervision and structure to make sure staff performed their activities properly and the

job of the employee was mostly to comply with this sort of command-and-control management.

This system no longer brings the best results. Greater numbers of workers are apathetic and choose to disengage either partially or fully. Changes are underway. Workers are better informed than ever before and sense the shift in the general focus towards greater collaboration, mutual respect and democratic equality and they want in on these benefits too.

So, the old ways of functioning in the workplace are no longer effective. A new way is required in which everyone in the organization must take greater responsibility for handling uncertainty and change. Today's businesses are not simply about performing activities well; staff at all levels must learn to direct their own activities towards the business purposes. The worker's role, then, must shift from passive compliance to proactive self-management and commitment. The manager's role must change to accommodate a greater transfer of responsibility to others, including shared power, governance, flexible methods and innovation.

In order to open to the new, it is important to first recognize the limitations of the existing models in place that have dominated thinking for centuries. These include the counter-productivity of using domination, incentives, judgment, competition and other control-based approaches in an attempt to motivate and bring about positive change in your workforce.

Commitment. Motivational requirements have changed. Self-management requires a deeper level of personal commitment than when operating by the old standard of compliance. Workers must now be committed to purposes *they* choose. The new model needed is also more psychologically

demanding, with everyone exercising greater social interest, judgment and decision-making. Although pay, incentives, pleasing the boss and other extrinsic rewards remain important to your staff, it is clear the new organizational model requires much more. Effective self-management depends heavily on intrinsic motivators—psychological rewards people get from self-management itself.

At its heart, intrinsic motivation is not so much about what's rational or what "works" in the moment of stress—it is about the passion and positive feelings people get from engagement in their work; it is about sustained change. Passionate feelings reinforce or energize the self-management efforts of people and provide crucial fulfillment needed to keep them engaged. Building intrinsic motivation then, is about finding ways to enable and amplify meaningful *feelings*.

Recognizing the need for greater intrinsic motivation, many company owners have begun trying different approaches, often in a hit-or-miss way. Organizational development books are forever focused on various strategies to help. What has been missing is a system on intrinsic motivation for the workplace that spells out the key pieces of the intrinsic motivation puzzle and how they fit together. What is needed is a comprehensive human system providing a framework and tools to lead your managers and staff from motivational problems to effective solutions.

Leaders shifting their workplace from one focused on compliance to one focused on commitment, are still a relatively rare breed. The process requires courage and openness to learn and develop new skills.

You And Your Employees Influence Through Inspiration And Clear Priorities

What kinds of people do you need? No matter what your role, you have an important mission and vision to fulfill. You also have challenges to overcome. An important question to consider is, "What kinds of people do I need and want, to achieve my mission and overcome my challenges? You must take a close look at personal responsibility, and understand what it is, and how it looks and feels.

If you asked most people, "Do you want *rebellious* people in your life?" they would say, "No, of course not!" However, if you asked them, "Do you want *compliant* people" many would say, "Yes." I suggest there's an even better answer.

In order to appreciate that better answer, it is important to take a close look at personal responsibility and better understand what it is, what it looks and feels like, and how it relates to the *kinds of people* you most need and want. Examine the beliefs, attitudes, reactions or responses, and the feelings and behaviors all associated with a lack of, or an abundance of, personal responsibility.

There are two possible states of being related to personal responsibility. One is called *other-directed.* A person is *other-directed* in any moment he or she believes they do not have power or inner authority, and conclude they "have to" or have "no choice." This shows up whenever you or others feel they "have to," "should" or "ought to" do something. From this powerless mindset, they feel controlled by an outer authority, present or imagined.

While other-directed and believing they are powerless, only two attitudes seem possible. One is "I have to *comply"*

and if they do, their compliance is a resentful reaction to feeling forced. The other is to rebel and resist. Their stance is "No I won't! You can't make me!" An example: people I know who won't wear a seat belt, saying, "I am not going to be controlled by the government!" Needless to say, the "government" is not even in their car! They resist authority and are not free to respond, only to react. Resentful compliance and rebellion become synonymous with suppressing awareness of responsibility. In this mindset, people operate from a blind spot where ownership for tasks, relationships and consequences is not recognized. When resentfully complying, the behavior of an employee looks and feels like a victim. When rebelling, they and their behavior feel vindictive and mean-spirited.

Many people suffer untold negative consequences from actions they take or tolerate from others while in an other-directed belief state. So what is the solution?

Being *self-directed.* When a person remembers they have personal power, free will and choices, they then honor themselves and others. They consider, "What am I feeling and what do I want?" They can agree, disagree or explore innovative options. They are free to respond rather than react, take full responsibility for tasks, relationships, and consequences; they are *accountable*. Their beliefs, attitudes, feelings, and behaviors align so they say what they mean and mean what they say. They are free to look for and find how and where values intersect so solutions are from abundance rather than fear, scarcity and powerlessness.

Responsible people say yes and no without blaming. They come up with options and even a "*no*" from them is actually better than a resentfully compliant "*yes*" from an irresponsible, reactive person.

As you consider what it really means to be personally responsible and accountable, can you see the costs you have paid in your business and the gains you might experience if you make it a priority to help your employees recognize and live from personal power guided by authentic, centered and responsible motivation?

You And Your Employees Achieve In Alignment With Your Highest Purpose, Values And Vision

Insist on alignment. Align all of your employees with a common purpose, values, and vision. Alignment is critical. When your employees are not aligned with your organization's purpose, values and visions for expressing it, the right work does not always get done…or it does not get done right.

> *"If one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours."*
>
> **Henry David Thoreau**

What's important to that quote is "If one advances confidently in the direction of his dreams." Do you make time to remember your greatest dreams? Are you and your staff advancing confidently? As an organization? As individuals? Are you great at creating the life and work you envision? Or, are you thinking, "I would not know where to begin or what to do differently." You're not alone. Most business owners and leaders spend so much time working in their business, they fail to work on their business and too much time living in their

lives, without examining their lives to make sure that their heading in the right direction." What can be done?

If your employees are not *aligned* with your organization's *purpose, values* and *vision* (in this order), or have failed to establish their own intrinsic purposes for *their* daily work, they are unlikely to be aligned with the right *goals, procedures and roles*, setting in motion the five steps of disengagement. They may:

1. Start their job with enthusiasm

2. Doubt their decision

3. Think of quitting

4. Try to change things (if they are brave) and

5. Eventually leave.

Conversely, when employees feel connected to what your organization is trying to *cause* beyond making a profit, they have a clear understanding of how important the services they provide are to your customers and community. They also see a clear connection between what they do and the success of your organization in fulfilling its purpose. As a result, *aligned employees* see their work as meaningful. They look forward to coming to work, and have a sense of pride in what they do and in what your organization is seeking to accomplish. They can be counted on!

Be purpose-based. Base all your decisions on a meaningful purpose. When I work with businesses, organizations, families, and individuals, people are usually confused by this question: What do you intend to cause? It's as if the idea that they are the cause of something, is foreign. Yet there could be nothing further from the truth. We are causing things all the time.

Are your employees conscious of their purposes most of the time? Are you? Consider this simple example of wanting to *cause* something but not recognizing there is no *meaningful* purpose for wanting to:

I recently went on a walk with a friend and we were discussing this concept of consciously *causing*. She jokingly replied, "I want to cause my body to look like hers," referring to a women in front of us. I said, "Ok, imagine you look just like her. Now, what would you want to cause with her looks?" She was taken aback. She did not have an answer. She was focused on fulfilling an ideal body image without any real reason as to why.

I pressed her, "Do you want to *cause* more people to look at you?" She said, "No, I don't." "Do you want to *cause* your husband to be more attracted to you?" She answered, "No, he's pretty crazy about me already." I said, "What do you want to cause?" She said, "I guess I have an unexamined belief that attractive people are more influential." I said, "You know attractive people who are not influential and unattractive people who are, right? You *are* attractive. How influential do you want to be and what do you want to *cause* with the additional influence you seek?" In addition to being fit and beautiful, my friend is already highly influential.

This example is not unusual. Many business owners don't consider what they want to cause. Nor do parents. Nor do educators. And on and on…in fact because many people do not, they lack inspiration; they are not moved by a fulfilling purpose. When you help your people become conscious about what they want to cause and get behind a big, hairy, audacious purpose, they become motivated to excel.

I'll tell you a story to illustrate where actions devoid of meaningful purpose often originate. I was at a grocery store one day and I heard a small boy (about five years old) ask his mom, "Why can't we park in that spot?" He was pointing to a handicapped space. She replied, "See that sign. It says we have to pay $200 if we park there. A policeman will come and we will be in big trouble." This is one approach to explain why not everyone can park in a handicapped space, but the focus of this mom is on arbitrarily complying with a rule and using fear as a motivator. She did not offer other, more inspiring and fulfilling reasons why, nor offer a meaningful purpose in what we are causing as a community.

Consider this: Do you want your employees to maintain order and create policies based on purposes like fear of consequences to *themselves* or in order to create a caring and supportive workplace? Which purpose would have been more fulfilling for this child and everyone in his circle of influence, now and later? What purposes are more fulfilling for your staff?

Because our deepest needs are to feel empowered, lovable, connected and contributing, what happens when our natural desire to be purposeful and caring is not fostered? We become apathetic, self-centered and reactive. We self-protect. The quickest route to happiness is making intentional choices aligned with the best in us. When we use our personal power in considerate ways that *cause* others good and take actions in alignment with social interest and personal responsibility, it is then we are most free, helpful and fulfilled.

If you are reading this book, chances are you are chal- lenged by a co-worker, client, vendor or employee, or you may

be up against physical, social, financial and emotional trials, or be at odds with life and thwarted in achieving your goals.

Despite this, what helps you remain feeling empowered, lovable, connected and contributing? It is likely your mission (also called your purpose). Therefore, it is important you have a clear and memorable one and understand how it is foundational to, and must precede, your values, vision, goals, procedures and roles. You may be among the many who don't understand the difference between some of these terms and the significance of each, including the order in which they are best followed.

Our purpose: So…why is our business important? This is one of the most important questions for you to answer and remember daily. Your mission or purpose is why you are on the planet beyond survival; what you would want on your tombstone as your legacy and what you want to *cause*. Your purpose is not contingent upon your circumstances or your changing vision for how you express it. Your purpose is what makes your heart beat faster! For example, my purpose is "*To create a world in which all people love their lives.*" A purpose is not dependent upon age, circumstances or even its expression. Your purpose is something you can trace back to lifelong memories in which you felt most connected and alive. Your purpose inspires because it comes from love and faith.

A purpose must be memorable, an exciting slogan. It should not be a wordy, jargon-laden description posted on a wall, and easily forgotten. A great purpose drives thoughts, words and deeds every day. Zappos, the billion-dollar on-line shoe company, has such a purpose: *"To create a wow experience for all through exceptional service."* They orient

their new employees for months so everyone understands their purpose applies both to customers and employees. Their purpose is their brand and defines their culture and focus.

My values: So… how do we operate? Purpose is the anchor that, when we remember it, keeps each of us steady through every type of storm. Values answer the question: *How do we need to operate to live our purpose? What behaviors and ways of being support me in doing so?* For me, because I am creating a world in which all love their lives, I will act and be: <u>Authentic</u> (expressing me, transparent) <u>Friend</u> (demonstrating mutual respect, equality, caring) <u>Service</u> (giving more than expected) <u>Learning</u> (seeking knowledge and wisdom) <u>Courage</u> (facing discomfort/fears) <u>Passion</u> (engaging my heart) <u>Receptive</u> (receiving what's offered) <u>Competent</u> (supporting success) <u>Playful</u> (having fun) and <u>Surrendered</u> (giving control to God). Together, my mission and my values help me to stay constant and focused, no matter what. They guide me. Without them, I am unstable, reactive and fearful.

My visions: So… how do we express our purpose right now? After you have established your purpose and values, then you are ready to create your vision statements. As an individual or organization, these describe specifically what you want to become, the particular expression of your purpose at a given moment in time.

My goals, procedures and roles: So… what do I do short term to fulfill on my visions? When you have firmly established your purpose, values and visions, then your goals flow naturally and logically and your procedures and the roles you want to play or delegate become clear. Most of us inadvertently put the cart before the horse by jumping into goals and taking on

roles without first understanding why we are here, how we need to operate, and what our visions are as the expression of our purpose. You are here for a reason and your life purpose and that of your organization matters. No one else is here to fulfill it but you.

Finding a purpose that is brief, memorable, includes staff, and is inspiring to your employees, creates a *touchstone* for promoting excellence. When your leaders learn how to create and use that touchstone, and promote speaking and behaving so that living it is top priority, they inspire high vision in others. This is more important than most leaders realize.

When times are tough, fear and discouragement gain a foothold in one form or another, the ability to maintain motivation and social interest in self and others makes all the difference in turning discouragement into encouragement. In order to do this consistently, the systems within a values-based and responsibility-based culture provide a crucial foundation. These systems enable your leaders to replace compliance with commitment and control with inspiration.

"Nearly all people can stand adversity, but if you want to test a person's true character, give them power."

Abraham Lincoln

You And Your Employees Master Operating In Ways That Foster Strengths

Develop leadership in all. To foster strengths, you must transform your existing leaders into mentors and coaches who transfer responsibility and ownership to all and create leadership in those *they* lead. Ultimately, everyone becomes

a leader, taking ownership for tasks, overall performance and relationships.

What is the process for cultivating and nurturing extraordinary leaders? How do your senior executives and midlevel managers ensure they are leaders others want to follow? Is each an *authority figure* or a genuine, inner-directed **authority**? This distinction makes all the difference in the accomplishments of your organization.

Successful leaders are those who have a clear, meaningful *why* for what they do. As a result, they are willing to learn *how* and *what* to do. They inspire others to follow. The role of your leaders is absolutely *the* determining factor in whether you drive and sustain positive change. Each leader models change by attending every meeting, training and coaching session, focusing on course corrections, making needed changes in the environment and practices, and mentoring direct reports. They become emotionally and socially intelligent, and lead others in using and teaching new tools. They shape your workplace, focusing on purpose and values first. Most of all, they embody courage and humility, stepping into the unknown and unfamiliar.

You and Your Employees Get More Done Through Collaboration and Good Teamwork

Improve communication. When a conversation goes off track, do you find yourself thinking, "Did you hear what I meant to say?" Researchers say that as much as 70-90% of all communication is filtered or changed by the receiver.

Wow. That is a lot of room for error and confusion.

Your communication skill level is highly dependent upon your awareness of the effects that you are creating when speaking with others and your ability to influence what is occurring. Your intentions are communicated in your words, your tone of voice, your body language and your ability to read the reactions of others so you course correct until you create the outcome you desire.

Tool your people with communication skills. Effective communication is crucial to relationships, productivity and engagement. Communication is a broad subject and therefore must be understood across a wide range of areas. These include communications that achieve the following results:

- Build and maintain high *trust*

- Harmlessly redirect *poor behavior*

- Nurture *intrinsic motivation*

- Facilitate, clear, direct *requests*

- Express *frustrations* in a healthy manner

- Cultivate *encouragement*

- Address *elephants in the room*

- Improve *listening* and *receptivity*

- Authentically *disclose* ideas and feelings

- *Appreciate* what has worked, is working and can work

- *Empower* rather than enable

- Stop *gossip* and engage healthy *venting*

- Inspire *purpose and values*

We have all been affected by messages we received as children that confused us about communicating honestly,

including how to make requests or say no or yes without feeling guilty or stressed. As a result, we tend to avoid honest communication or make partial attempts at saying what we really want to say, whether we are on the giving or the receiving end of a request.

In addition, most of us have not been provided tools for communicating encouragement, one of the most important values you can foster in any environment. When you speak words that build courage and focus on the strengths and assets present in all, this meets deep core needs you and others have to belong and feel significant. To this end, you must create conditions that restore each person's ability to use their personal power and influence by communicating in positive ways that bring about unity and success. In this way, you reframe limiting beliefs and help each person reclaim their true voice.

One of Steven Covey's 7 Habits of Highly Effective People is "Seek first to understand and then to be understood" This is often easier said than done, especially when fear is triggered or tempers flare.

In the Christmas story, The Gift of the Magi, a wife cuts off and sells her long hair to buy a chain for her husband's watch, while he's busy selling his watch to buy her combs for her long hair.

So too do people end up rushing to support one another in unexpected and generous ways when great communication brings about understanding. And this brings about effective and sustainable positive results.

Your ability to improve communication intentionally to bring about positive changes should not be underestimated.

It is your responsibility and your greatest contribution to help each employee use their voice to bring greater understanding, stability and joy to self and others. You need the help of your Managers and Supervisors too.

Create authentic community. Connection is to humans what water is to fish; a key to our existence and a cornerstone for our behavior. We are social beings and from infancy we make decisions and set goals in response to our social framework. In community, we make interpretations, then decisions about ourselves, about men, women, life and more, and we adopt beliefs and strategies based on these decisions.

Our connections with others shape our private logic and our external and internal worldviews. In M. Scott Peck's book, *A Different Drum*, he identifies the following four stages that lead to real community: pseudo-community, chaos, empty and true community.

Stage 1: Pseudo-Community. Pseudo-community is a stage of pretense. The group pretends it already is a community, that participants have only superficial individual differences and no cause for conflict. If someone says something that offends or evokes a painful feeling or memory, you pretend it hasn't bothered you. If disagreement or other unpleasantness emerges, you change the subject. The communication is filled with generalizations. It is polite, inauthentic, boring, sterile, and unproductive.

Pseudo-Community is taught by well-meaning parents through comments like: "Say you are sorry" (when you were not), "Don't ask, that's selfish" (when we have desires), and "You must not say that, you'll hurt feelings" (when we have valid and self-respecting opinions). Teaching people to be

respectful, civilized and caring is necessary. The difference in pseudo-community is that the top priority is maintaining peace at all costs and avoiding conflict. People are required to hide feelings of anger, hatred, jealousy, desire, hurt, fear, inadequacy; anything disruptive and unpleasant.

Stage 2: Chaos. Over time profound differences emerge so the group enters the stage of chaos and not infrequently self-destructs. The theme of the stage of chaos is the attempt to obliterate such differences. This is done as the group members try to convert, heal, or fix each other or else argue for simplistic organizational norms. It is an irritable, irritating, thoughtless, rapid-fire, and often noisy win/lose type of process that gets nowhere.

As chaos begins to surface (and it will), we generally assume we are the "weak link". We worry we are inadequate and not up to the important life task of cooperation. This impression is usually supported by others and our discomfort increases. In reaction, we work even harder to present a pseudo-face to the world, perpetuating a complex system of managing our relationships and ourselves that is not holistic, realistic or effective. When I betray me, I betray you.

Over time, we waste precious energy thinking thoughts of attack and self-defense (to counter self-attack), blame (to relieve self-blame) and do everything possible (addictions) to repress feelings that don't fit into our pseudo-community picture. In an attempt to survive internal disconnects and self-betrayal, we are driven to inflate our own virtues, deflate those of others and act superior to cover our insecurities. As harmful as all this is to our relationships, the greatest cost is disconnection within ourselves.

Most people do not realize that moving from pseudo-community into chaos is a huge step forward. If we did, more of us would open to chaos and we'd stop avoiding discomfort. This would actually reduce the epidemic anxiety, breakdowns and addictions within our society. Our avoidance of chaos keeps us stuck.

What does it look like to consciously open to chaos? One example from my own life is a program I created on dismantling bullying systems. I open the workshop by introducing myself as a bully. It is interesting to notice the chaos in myself and on the faces of the participants; we are all amused, relieved and also uncomfortable. Next, I describe in detail how I am a victim, then a passive bystander, and lastly, a peacemaker. Intuitively, I know that if I am to have an impact on bullying I must first model willingness to move through chaos.

Chaos is always first experienced and avoided or faced within. I recently had a client who described her husband as depressed. She shared how she had been trying to get him to read self-help books, look for solutions, and get counseling. I instructed her to cease everything except to open to the chaotic feelings within her whenever she was with him or thought about his depression. She felt relief at this idea, appreciating the permission and encouragement to enter chaos; her own fear, helplessness and despair. Doing this helped re-center her, and as a result, her husband quickly began to face his own internal chaos more directly and productively as well.

Stage 3: Empty**.** If the group can hang in together through this unpleasantness without self-destructing or retreating into pseudo-community, then it begins to enter "emptiness." This

is a stage of hard, hard work, a time when the members work to empty themselves of everything that stands between them and community. That is a lot: prejudices, snap judgments, fixed expectations, the desire to convert, heal, or fix, the urge to win, the fear of looking like a fool, and the need to control. Other things may be exquisitely personal: hidden griefs, hatreds, or terrors. It is a time of risk and courage. Without the right support, the transition from chaos to emptiness is seldom dramatic and often agonizingly prolonged.

Once we get comfortable facing and allowing chaos, our next step is to empty ourselves of almost all thoughts and practices that served us so well in pseudo-community. This letting go often feels like a death. In empty we let go of our judgments, expectations, goals, even our hopes and dreams. We let go of many life-long practices, especially living in the past and the future. In empty, we step into un-charted territory and it is as if our known world is turned upside-down. We get out of our own way, stop trying to prove ourselves and we make room for others.

One of the most important facets of our work in culture change is helping people move gracefully through chaos and into empty. It is in this stage that people operate from the eight values that build trust. They are now straightforward, receptive, disclosing, and honest. They recognize one another and acknowledge and value differences with respect and without a hidden agenda. They are mindful, patient, seeking excellence and following through on what they commit to do. Even though this stage feels as if things that normally feel urgent to be resolved seem elusive, real resolution is always at hand because people are able to access their wisdom.

Stage 4: Authentic Community. The shift into authentic community is often quite sudden and dramatic. Once the members have become empty of expectations and fears from the past and future and have made room to communicate with meaningful disclosure and receptivity, the change is palpable. A spirit of peace pervades. There is more silence, yet what is spoken is richer and more meaningful. The people work together with an exquisite sense of timing. They have become a community ready to go to work making decisions, planning, negotiating, and so on, often with phenomenal efficiency and effectiveness.

Teamwork DOES make the dream work. Most people understand significant accomplishments occur through teamwork, and yet few organizations get the results from their teams that they expect. Whether it is a front-line team in operations or a boardroom meeting, getting into alignment, as a team is often 90% of the challenge when it comes to a new product, fulfilling a client's needs, or even a company strategy. Lack of alignment as a team can be a highly debilitating, and costly problem.

You and your employees need to know the difference between a team and a working group. They are not the same. A working group is when all your people are committed together to achieve a goal. A team is when all your people are committed together to achieve a goal *while making sure to help one another be wildly successful.*

There are rarely major disputes or fundamental differ-ences getting in the way of progress and teamwork. Rather, it boils down to a lack of mutual understanding and trust among teammates—even at the senior executive level. And when that happens, teamwork issues can seriously block progress.

Many people do not know how to navigate through the four natural stages of building a strong and authentic team. They don't know how to weather them and become a group that behaves in a functional, cohesive way no matter what. Any dysfunction in part of your organization generally infects the whole and impedes and can even prevent your company from fulfilling its purpose.

You And Your Employees Come to Work Thinking Positively

Foster <u>intrinsic</u> motivation. Thinking positively is an inside job and comes when you and your managers shift from using control methods in attempts to *extrinsically* motivate employees, to responsibility-based methods that *intrinsically* motivate instead. Because so many businesses focus on extrinsic motivation, intrinsic motivation is often atrophied.

In my work with clients, I often hear, "How can I motivate this person to do what they are supposed to? They are lazy. They are unmotivated." The truth is people are always motivated. They are just not always motivated to do what you want them to do.

What has occurred generally is that they are resistant to the well intentioned but discouraging methods imposed on them in an effort to gain their participation. Leaders must change tactics and make effective transfer of responsibility a top priority. Self-management, initiative and accountability are key and depend heavily on intrinsic motivators—psychological rewards people get from self-management. The four intrinsic motivators are a sense of meaningfulness, choice, competence and progress.

Intrinsic Motivator #1: A Sense of Meaningfulness. Focusing others passionately because purpose, vision and intention inspires joy

You need to help your employees identify cynicism and replace it with discussions of purpose, values and the intention needed to fulfill on a vision. Without this, the other intrinsic motivators do not develop. You must create mission statements to inspire meaningfulness; to help your staff move from slogan to incorporation of purpose, values and vision into discussions that are relevant, current and meaningful.

Intrinsic Motivator #2: A Sense of Choice. Handing off tasks because overcoming healthy challenges and risks is deeply satisfying

Recently, exit interviews of several top performers at a local firm revealed their primary complaint; they were not allowed to take enough risks or given enough responsibility to try out new ideas. They felt stifled in their opportunities and growth. We worked with the client management team to help them understand the importance of expanding opportunities and choices so they met this need and created greater autonomy.

You must give your employees whole tasks and make sure they have enough say in how they will accomplish results. When they feel bored or as if their hands are tied, they will show it with reduced engagement.

Intrinsic Motivator #3: A Sense of Competency. To have a sense of competency, you must continually help build skills that allow your people to develop a can-do attitude and self-respect. When skills are the issue, making sure your staff has what they need to do their job, including human systems skills, is key to their success.

Your managers must stop exempting, avoiding or rescuing underachieving staff members. They often do this after attempting to teach skills. What they fail to recognize is that coaching in skills is ineffective if the first two intrinsic motivators have not been addressed. You and your managers must assess what motivator is weak, then if needed, inspire staff to focus on meaning, or delegate more choices to them, and if it is their skill levels, then get specific about steps you need to take to develop their competency in any skill that needs strengthening.

Intrinsic Motivator #4: A Sense of Progress. Awareness of progress occurs when you identify, acknowledge and celebrate improvement, which increases fulfillment. This motivator is neglected more often than is realized. Part of it is that you may get too busy, and sometimes it is because you may be thinking you have to do something big, showy and expensive. You do not.

I help business and organizational leaders recognize that running a successful organization requires more than recognition ceremonies for major accomplishments and acknowledging a minority of stellar achievers. You need to keep score and cheerlead at every opportunity in every staff meeting, when you stop to have a conversation, when you are sending an email. You want to make a habit of expressing encouragement and awareness of strengths and progress until everyone is doing this and it becomes the norm.

Intrinsic motivation is one of the most important "muscles" a leader of any community, organization or institution can develop. In my work, I too often see this task unwittingly neglected or sabotaged, costing untold losses in revenues,

missed opportunities and the satisfaction and joy that comes when people are empowered to expand from the inside out. Fortunately the key is intrinsic motivation and you can apply that key to bring about a much-needed change.

You And Your Employees Experience Less Stress And Create Work You Are Proud Of

Cultivate emotional and social intelligence. Support all in gaining self and social awareness and management. We hear a lot of buzz these days about the importance of emotional intelligence. What exactly is "emotional intelligence" and why do we need it? There are four main components: *self-awareness, self-management, social awareness* and *relationship management*.

Component 1. Self-Awareness. Self-awareness is when you are aware of your own emotions and what causes them, have a realistic assessment of our own strengths and limitations, and have self-confidence.

Component 2. Self-Management. Self-management is when you have emotional self-control. It is also when you display honesty and integrity, are adaptable, and have optimism. Simple yes? Not without a focused intention and commitment. The lack or abundance of emotional intelligence is directly related to high or low functioning in individuals and teams.

Philosophers throughout the ages have said in one form or another, "To thy own self be true", but how does that work when people don't have self-awareness or don't manage themselves effectively? What if they are unaware of what they feel, their motives, strengths and limitations, their likes and dislikes, and how they communicate? Reflect on people

you know who have emotional intelligence competencies and those who don't. What are the effects they have on you, within themselves, and on others?

When you lack self-awareness and self-management, you operate unconsciously. You speak without thinking and act without first releasing feelings that are inappropriate and counterproductive. You might agree to participate in situations that don't suit you and in which you are less likely to be successful or fulfilled. You don't tune into our bodily sensations that provide you important feedback. Your breathing for example, can let you know when you are discouraged, afraid, attached to having your own way, being right or when you are aligned, at peace, and centered. With emotional intelligence, you are mindful, honest and optimistic.

Component 3. Social Awareness

"The choice between love and fear is made every moment in our hearts and minds. That is where the peace process begins. Without peace within, peace in the world is an empty wish. Like love, peace is extended. It cannot be brought from the world to the heart. It must be brought from each heart to another, and thus to all humankind."

Paul Ferrini, Author

Social-awareness is a sense of empathy in which you understand other people's emotions and have social interest. It is also the ability to read the politics and develop a contributing heart.

Component 4. Relationship Management. Relationship management is when you extend social awareness by using

your personal power to influence, inspire, develop and encourage others. You facilitate change by building trust and collaborating; you are a change agent of peace and support.

A lack of social awareness and relationship management is at the root of all social ills, whether they be problems in marriage, parenting, with co-workers, or in the larger global community in wars and irresponsible management of natural and manufactured resources. Lack of emotional intelligence is the basis of most addictions, aggressiveness, emotional issues, risky behaviors and conflicts. Until the last half century, little emphasis has been given to the development and fostering of emotional intelligence. Where there is productivity and positive contribution, there are leaders who consider emotional intelligence a top priority.

It is not enough to be self-aware; to be effective, you and your staff must also be able to manage your relationships and yourselves. If a barking dog is charging at you, you may be self-aware enough to know you are afraid, but you also need to know how to manage your reactivity so that you choose what is appropriate, connected and effective rather than simply doing what is comfortable or what you initially feel like doing. Successful people are those who deeply desire effective and enjoyable relationships and understand the value of them. They are committed to learning about and teaching emotional intelligence. They are willing to invest their time, energy, effort and resources into implementing practices consistent with it in their workplaces, schools and homes. As a result, they are able to create exceptional outcomes.

You And Your Employees Build An Essential Foundation Of Trustworthiness

You have seen it happen to others and you may have already experienced it yourself: Shocking setbacks in running your business.

They are shocking because one day you come to work and an essential employee puts in his or her notice and you did not see it coming. A client unexpectedly cancels their contract with you and you did not even know they were dissatisfied. You may find out too late another was upset with service they received and your reputation has been sullied on social media.

One of the reasons this happens is, most of us have not received information or been provided approaches that help develop strong relationships based in trust. The reason this is so important to you as a business owner is that your employees and customers (really everyone) have a psychological contract with you. Each has a set of beliefs (usually unspoken) about what they are entitled to receive and what they are required to give. When these assumed expectations are not met, and if there is insufficient trust and a lack of accountability in communication, people often leave emotionally before they take physical steps. By then, any actions you take are too late.

Being trustworthy does not mean you are building trust

I teach and consult on the importance of the following eight values that build trust:

1. Disclosure

2. Receptivity

3. Recognition

4. Straightforwardness

5. Keeping Commitments

6. Respect

7. Seeking Excellence

8. Honesty

When you or your employees fail to practice any of these values, each person makes inter-relationship emotional withdrawals. When you operate from them, you make positive, emotional and social deposits.

1. Disclosure. Disclosure is the state of openness in which you freely reveal your needs, desires and vulnerabilities. I coach by connecting and sharing my thoughts, ideas, feelings and limitations. As I disclose myself it often helps others put their guard down. *Advice*: Risk showing people who you are in order to be in service to them.

Over and over again, I see the costs for organizations when this value is overlooked or neglected. I see how liberating organizations become when disclosure replaces defensiveness and attempts to change others rather than express what one thinks, wants and feels. Disclosure is very important to individual and organizational health.

2. Receptivity. Receptivity is the ability to open to verbal and non-verbal feedback. This requires self-awareness and self-management and is more effective than trying to change, fix, heal or convert others, which they do not generally appreciate.

Everyone wants to be known and feel important. Everyone wants to be witnessed and understood by others. If you

are determined to create a workplace built on trust, becoming masterful at receptivity is critical. Like all values, the question is how do we make receptivity operational?

Consider yourself. You want people to hear the *content* of your words without judging you, blaming you, or finding solutions for you. This makes you feel safe, important and valued. You want people to understand the *logic* behind your words. To validate and communicate that what you say makes sense. You want them to put aside their opinions and perspective in order to understand your views. This is a demonstration of respect for your unique, subjective interpretations, conclusions and beliefs. You also want people to consider your *feelings* and empathize, expressing they understand what you feel and that it deserves observation and acceptance.

Another tool of receptivity is to train your employees to notice their results and assume those results are accurately providing important feedback. For example, I recently spoke with a client of mine who was confused by her results. She said despite her best efforts to give excellent customer service, within a month three separate customers lodged complaints against her to the better business bureau.

With my help, she came to recognize that when problems and misunderstandings arose with customers, she became scared. Then in order to cope, she became politely defensive. First she lacked receptivity to her own fear. Then, receptivity to the fear within her customers took second place to her need to protect herself and feel safe. Lack of receptivity overall broke trust with those around her.

If you practice receptivity, you quickly discover you are provided many opportunities to evaluate the effectiveness of

your communications. Commit to become sensitive to subtle-ties, non-verbal feedback in body language, tone, actions and words that indicate a neutral, rebellious or cooperative shift. When you tune in, you can then take responsibility for trying something new until you get the results you want.

Receptivity is about opening to the verbal and non-verbal feedback of others, a skill that takes a lot of practice to learn and exercise habitually. If you or your employees fail to practice receptivity, you send the message, "You are less than me...I am superior...I know better than you and what I say, think and feel matters more."

3. Recognition. Recognition is the expression of verbal appreciation and compliments, including gratitude for contribu-tions and assets. Why is recognition so important in building trust?

Recognition is the experience a person receives from one to another, communicated as 'I get you' and 'I see you,' which was powerfully demonstrated in The Avatar movie. In this science fiction epic, individuals are hidden within new outer physical bodies, but are recognized due to the care of the one who recognizes the inner person. Recognition also makes the recipient feel you get what is important to them and what they most value. They also sense your gift of, 'I feel you' which indicates that not only your head, but also your heart is engaged. Trust grows because the other person senses you will not violate or neglect them and what matters most to them.

The vast majority of people deeply long to *feel* powerfully connected, lovable, know they have valuable contributions and are influential. *Recognition* creates all these feelings and its absence weakens them. The compelling reason to give

recognition is it encourages creativity, joy, intelligence and care within others in our ever-growing technological society where a sense of disconnection is more and more common. *Recognition* builds trust because you feel another cares and is watching out for you even at times when you are vastly different from one another. We need encouragement in the form of *recognition* like a plant needs water!

I am often surprised at how uncomfortable we are giving and receiving *recognition*. I remember when I first started speaking publically; I had to condition myself to relax, breathe and open my heart and body to accept the recognition of applause and smiles from the audience. I notice the same when receiving compliments. It is not uncommon for many people to close down, dismiss compliments and change the subject. *Recognition* involves an openhearted, vulnerable and intensely connecting experience that requires and promotes high trust.

4. Straightforwardness. Straightforwardness is expressing directly and clearly our expectations and agreements. Stating straight up, "What I want is..." and "Are you willing?" This goes against most of your upbringing as likely you were often punished or criticized for doing this.

When I work with clients, I assess the strategic alignment and health of their workplace culture. One such measure is how well employees are doing at operating by these eight values that build trust. I ask them how they rate each value and how well each is being fulfilled in the workplace. The difference between these numbers is their trust gap. I then help clients reduce this gap, a practice proven to significantly increase revenues and overall stability.

Invariably, the two most difficult values to practice are straightforwardness and disclosure. Both evoke feelings of vulnerability and require authenticity to do them well, as one openly shares wants, feelings and expectations.

Imagine you are frustrated with an employee or co-worker about their abuse of lunch breaks. They take more time than allowed. Many employers find it difficult to say, "I want you to keep your lunch to thirty minutes. Are you willing?" The reason is because our role models for straightforwardness often coupled this type of communication with contempt, threats or demands. In addition, we have not witnessed healthy modeling nor learned how to respond to a "no" without an emotionally charged reaction either. Avoiding straightforwardness however, is never the solution.

To be straightforward requires that you know what you want and speak it, asking for clarification and settling for nothing less than a committed decision. Managers often confuse straightforwardness with being autocratic. They struggle to reconcile my recommendation to replace control-driven, autocratic practices with responsibility-based leadership and then encourage straightforwardness; to them this seems contradictory. Straightforwardness *can* be autocratic, but only when it is delivered with contempt, superiority, and as a demand, with disregard for mutual respect. If done by expressing a caring but firm expectation, straightforwardness is a great way to establish healthy boundaries and encourage accountability.

When you fail to encourage and teach straightforwardness in your culture, you have a lot of pseudo-community; inauthentic, safe, but sterile communication designed to *keep the peace* at all costs. Or, people end up exploding with frustration and

power struggle intermittently. Neither is a recipe for a thriving workplace in which employees are their best.

5. Keeping Commitments. Why do people fail to follow through on commitments? One reason is they often are not in full alignment when agreeing to a task or activity. Many do not consider the decision fully, nor the possible consequences of their choice. So, unconsciously, they are either rebelling, resisting or resentfully complying, which automatically leads to mediocrity or poor follow through.

Another reason is they take on competing commitments without realizing it, and choose a new commitment as priority over the original one. I commit to lose ten pounds and I don't realize that along the way, I over-rode that commitment with my decision to have a hot fudge sundae. That's why when confronted with poor follow-through, many people say, "I am sorry; I really intended to do that." They did. They just failed to see the moment in time when they chose a different priority and dropped a commitment.

When people do not follow through on commitments, your bottom line and customer service is directly impacted and future problems among staff will grow.

6. Respect. Respect is seeking to understand others and make their needs as important as your own. A win/lose dynamic has gone on for many years and still continues today. A lack of unconditional valuing in each person and between people is wholly destructive.

I always pair the word respect with mutual because one is not possible without the other. In my work with clients, I teach that we are addicted to control methods in our homes, schools and places of business because we do not have

mutual respect for one another. We misbehave because one person puts their needs as more (or less!) important than understanding and fulfilling another's. Again we have no mutual respect. The lack of unconditional valuing is at the root of all organizational and individual dis-ease.

It has only been a few centuries since our forefathers and mothers made a significant exodus from Europe and the monarchy, where the king was the king and the duke was the duke and it was no longer tolerable that one had to bow and scrape before the other to avoid a beheading. So, to combat this, many of our ancestors' risked life and limb to stand for liberty and equality, and fled to America.

And even though we theoretically set up a system of checks and balances and created a Bill of Rights and a Constitution in order to value and respect one another, we actually brought over the same win/lose, superior/inferior dynamic that had always been at the core of the monarchy model. It was familiar and comfortable and we often slipped into our roles without full awareness.

Those who migrated to the superior position wielded power that was often viewed as *authority*. Those in the inferior position included the Native American Indians, slaves and minorities, women and children. The inferior group usually felt oppressed and responded with anger, fear, resentment, hostility and revenge. They sometimes banded together to rise up against those in the superior position, reversing the win/lose dynamic and creating the same feelings in the other group in retaliation. Rather than authority, their power was viewed as *rebellion*.

This win/lose flip-flop has gone on for many years and still continues today. Everyone involved experiences feelings of fear. A lack of mutual respect still dominates in our union-to-management relations, our male-to-female relations, our race relations, and between adults and children, to name just a few examples. Low respect is one of the greatest reasons we have such problems in our schools, homes and in our workplaces and is the basis for poor relationships, engagement, productivity and trust. The foundational lack of unconditional valuing in each person and between people is wholly destructive.

In order to have respect, every person is responsible to see and claim their value; they must refuse to play an inferior role by accepting lower wages, lesser opportunities, staying quiet out of fear or other inequities, nor play a superior role, taking advantage of their position, power, wealth and more. When I work with clients, I help them look at tendencies on the part of those in the inferior and superior roles so the habit of undervaluing themselves and each other ceases.

When you and your staff decide to put down the win/lose dynamic, drop the superior/inferior mindset and respect the thoughts, feelings and needs of yourself and one another mutually and unconditionally, then and only then can you live in the state of trust needed. You help yourself, your organization and the individuals in it to grow, flourish and remain vital.

7. Seeking Excellence. Mediocrity is so common we are impressed when someone seeks excellence. That person is a leader, has presence, and is accepted as someone we can count on.

Abraham Lincoln and Martin Luther King Jr. are just a few of the people we trust and admire even long after they are gone. They have left an unforgettable and powerful legacy of nobility and trust. Why is seeking excellence one of the eight values that builds trust?

Seeking excellence builds trust because it is a great indicator of a person's self-management and whether we realize it or not, that matters to us and impacts our confidence in others. Ever go to a restaurant where the waiter or waitress has greasy hair, ragged fingernails or a wrinkled uniform and feel uneasy about the quality of service or food you receive? We gain or lose trust in others based on their commitment to mediocrity or excellence.

Recently, a department store interviewed their customers and discovered the greatest deterrent to their reputation and impact on their sales was not a lack of advertisement, fair pricing or large selection. It was the gum on the sidewalk in front of their doors and the quality of their entrance lighting. By failing to seek excellence in the small things, they broke trust.

Seeking excellence is an outer symbol of a self-directed, fully engaged and accountable person. In order to live a life of excellence, a person must be attentive to details such as what he or she feels and wants and considers all the positive and negative consequences of their choices. They cultivate values and virtues and listen to inner wisdom. They are value-driven, and mindful of their outcomes. Their decisions are aligned. Their words, feelings, and actions are all reliable and stable.

In client sites, I often ask, "What is the role of a manager?" Most answer, "To guide my direct reports." I reply, "No, it is first to seek excellence in managing yourself because your

employees learn by your behavior, not by your words. Then seek excellence in managing any issues *you* have with authority, for how can you be an effective authority with your direct reports when you have not worked through resentments and rebellion with authorities within and outside of you? Then, seek excellence with all your peers. Not just your spouse but your ex-husbands and ex-wives, your neighbors, your siblings and any other peers, for how can you influence the behavior of your direct reports if you don't have good relationships with your peers?" These then become managers everyone can trust.

8. Honesty. Honesty is the ability to speak the truth without omission or distortion. Even if you are a person who does not misrepresent your income, or snatch something in a store, can you say you never lie about what you are feeling, cheat yourself of knowing what you want, and steal opportunities to address issues in order to avoid conflict? Most people don't realize the depth of their inability to be honest. Einstein said, *"Whoever is careless with the truth in small matters cannot be trusted with important matters." Advice*: Don't play others and don't play you.

A lack of honesty is clearly a violation of trust. Most people would not dispute this but many don't realize the depth of their inability to be consistently honest. When considering trust, honesty seems like a given yet we must examine our level of honesty closely to see how it impacts trust and teamwork.

What would our homes, schools and workplaces be like if we were able to address honesty in order to create environments where being dishonest was not needed or wanted? What if we had the courage to model honesty at such a high level others were not afraid to do the same? Let's take the example of catching one of your employees in a lie.

How would you work to build trust with this person? Imagine you were to say, "I don't feel good about discovering you have not been honest and it shakes my trust with you. What do you need to be honest? Do you believe trust between us is possible and do you want it?"

Trust is a precious commodity. A lack of it is a symptom of a faulty system or unhealthy workplace culture. Cultivate honesty mindfully, nurture it diligently and guard it vigilantly. It is part of the foundation of trustworthiness, the key to organizational health.

How Can I Protect My Reputation, Grow My Business And Keep My Customers Coming Back?

While you likely started your business with a vision of serving customers well, making a difference in the community, and creating meaningful and fulfilling work for your employees, things may have gotten derailed.

I bet nothing would make you happier to honestly say: Our employees are producing abundantly. Our customers keep coming back. Our reputation is gaining popularity. Our leaders are creating outstanding results. Our team is leading the industry. Our profits are steadily increasing. Our brand is opening new markets. Our culture is attracting great people.

What we have discovered through countless surveys and conversations with our customers is that what all business Owners want is simple and it is what you want too. You want satisfied customers who keep coming back and refer others to you. You want hardworking, caring employees who are emotionally and socially intelligent and take responsibility for their relationships, productivity and engagement.

You want respect and an outstanding reputation that is not at risk, especially in this day and age of information technology when one unhappy customer can ruin a reputation overnight. You want successful sales, growing revenues and financial freedom that allows you and your people to have a balance between work and life so you are not living to work but rather working to live.

You want healthy relationships and teamwork where people are committed to help one another be wildly successful. This all adds up to fun and stress-free living and working.

Are your people free to access their wisdom? Wise, savvy employees who are in top mental and emotional shape are the best equipped to give great service, earn you a positive reputation and keep your business thriving.

Are You Controlling or Developing Your Staff?

Your greatest asset is a team of committed employees. When you are disappointed in any of them, you may be tempted to choose the expediency and pseudo power of control methods instead of making long-term responsibility in them your top priority. When you choose to control them, you likely do not realize the costly chain of negative events that occurs. In my work, I repeatedly see an alarming pattern: employers who do not take time to develop responsibility in those they lead. They use control methods in an attempt to influence thinking and behavior. Whenever you choose control of others, you hold a negative view of them, engage in power-over and diminish their accountability. Below are three common control methods used, sometimes simultaneously and then a contrasting alternative that develops responsibility. The first three are an

attempt to change an employee using *extrinsic* rather than *intrinsic* motivation, which is never a sustainable solution.

1. The Autocratic Approach: *"Because I said so."*

Are you an autocrat? Sometimes you have decided your employees cannot be trusted; that you must stay on top of how they behave and what they deliver. You think you should **manage** them. The problem is that when you are doing all the managing, the ownership for tasks, relationships and results lies with you. Then your employees become less responsible. You attempt to hold others accountable to *your* policies or procedures and this top-down approach makes others resentful and rebellious.

2. The Reward Approach: *"If you do this, I will give you that."*

Are you a proponent of dangling carrots? What you may not know is, according to multiple studies, are the negative results this tactic creates. First, you hold a belief your employees are basically lazy and selfish and that your job is to **motivate** them. You determine goals and people get busy jumping through your hoops. What you may not notice is that to get the goods, they often hide mistakes, develop a "What's in it for me?" mindset, cut corners, and teamwork suffers because competition trumps collaboration. Worst of all, rewards have been proven to reduce *commitment* to the desired behavior and discourage people from doing work from purpose and task satisfaction.

3. The Judgment Approach *"You must earn my respect and approval."*

Are you superior, deserving respect while others must prove themselves? In this top-down approach, you see yourself as

right, wise and *all knowing* and others as suspect, needing to earn your respect and favor. Your approach in keeping people in line is to ***judge*** them, bestowing privilege from above. It sure feels good when your employees focus on making you happy but this is at the cost of legitimate care of others and ingenuity. If you are not aware, you develop brown-nosers and conformists who lose their edge, creativity, and initiative.

When **you** *own outcomes*, your employees become less responsible. You discourage them by lack of faith in them. No one likes to be controlled, especially by someone responsible for their livelihood. And, the more you control, the more apathetic your employees become, which further confirms your belief greater control is needed!

In contrast, consider: The Responsibility Approach: *"I have faith in you. I am here to support you in being successful."*

A great leader is one who creates other leaders and who at the end of the day has a team of employees who think and feel, *"I did it!"* and *"We did it!"* You expect greatness and are consistent in helping each develop skills and achieve *their* successful outcomes. You become **wise counsel**, coaching and supporting them to develop *their* motivation and initiative. This is a much tougher job and requires you have faith in their goodness and want them to enjoy the ownership of *their* role and responsibilities. And the payoff is ten-fold. You are now the boss you always imagined and they become the employees you always dreamed of leading.

Ensure conditions where people are best able to access their wisdom. Most people are less able to access their wisdom than they know. And that is because they are in survival

mode more than you or they know. We experience various degrees of survival whenever we are triggered, reactive and experiencing our instinctive, primal *critter* state, when the part of our mind is activated, that is retrieving fearful memories from the past. At those times, our only objective becomes to move to safer ground and quickly!

Survival states prevent us from understanding the present-moment context of what is occurring and block us from making wise or inspired decisions. Decisions made from and in fear, perpetuate fearful effects. This is the main reason that a workplace culture in which people get along and are motivated from within is so critical to your success.

I recently experienced this myself. I had a conference call scheduled with several key prospects. A few minutes after the call was due to start, I realized my assumption they were calling me was incorrect. I immediately went into a panic and felt compelled to *take action immediately and fix this NOW*! As I was emailing and calling the administrative assistant, and then trying desperately to get a human being on the line, I did not register I was not thinking clearly. As I kept rushing to find a solution, I couldn't remember simple things like the assistant's first name, the date the plans were made, what the original email said and in fact, did not think of checking my email at all. Instead of getting to resolution, *I put myself into a state where I was slower in solving the problem*. My brain had been hijacked into fight-or-flight, impeding my ability to make conscious, rational choices.

This is not uncommon. Even though this is a somewhat harmless example, what's important is recognizing *how often we are operating from survival and don't know it*. When we

are not in an empowered, fully present state of mind, we don't see our options clearly, and we become defensive, anxious, resentful, rebellious, and are unable to be fully accountable. We perpetuate harm to others and ourselves and don't know we are causing it! We are in our blind spot. *Survival states are often so subtle and pervasive we don't see how much of our life we are not at choice*. We overeat, over-imbibe, over-work or otherwise over-react, or become paralyzed with fear.

To be in *survival* is to be out of our mind. That is because we are in our primitive brain, our past, and do not have access to here-and-now wisdom, clarity, nor can we reflect on and adopt new, relevant ideas and actions. Until we shift back into the present, our actions are counter-productive. To counteract this, I practice heightened awareness in small matters, which helps me practice it in larger matters and I recommend the same to you and your employees.

This means I notice more quickly when I am tensing, breathing rapidly and shallowly, and that I am in *reaction* rather than able-to-respond (*responsibility*). Next, I practice curiosity and compassion by noticing what I am thinking, feel-ing, interpreting and doing. I observe what is happening within me. I literally say, "oh hi!" and, "come on in" to the parade of fearful thoughts, judgments, images and predictions of disas-ter that surface and flood *past*. Because I commit to listen with unconditional acceptance, understanding, self-forgiveness and gratitude, I release each experience in seconds and enter the present moment again quickly. By noticing, accepting and using compassion, I regain equilibrium and I am able to make better choices. Your people will do the same.

Redirecting Negative Behavior

"A misbehaving person is a discouraged person."

Dr. Rudolf Dreikurs, Author and Psychologist

This book would not be complete without touching upon poor behavior. Are you challenged by poor behavior? Could it be discouragement despite appearances? What thoughts do you *think,* words do you say *to* and about them, and what do you *do* when others:

1. Annoy and irritate you? A person cracks a joke at an inopportune time in your staff meeting? Taps their pen on the conference room desk? Stands at your door while you are on the phone, asks unnecessary questions or otherwise annoys and irritates you? This person is in a mistaken goal of Attention.

2. Anger and provoke you? A person pushes their way, rebelling, resisting and provokes power struggles either with an attitude of "No I won't; you can't make me!" or "Yes you will; I can and will make you!" This person is in the mistaken goal of Power.

3. Shock and hurt you? A person makes you think, "What did I do to deserve that?!" They do or say something that feels like a personal attack. This person is exhibiting Revenge, a mistaken goal in which he or she subconsciously invites rejection from others.

4. Create worry and pity in you? A person is the human version of Eyore? They assume *"I can't"* and refuse to try. Their behavior communicates, "Just leave me alone". They look and act pathetic. They under-perform and are

frequently ill, isolated, and calamitous. They are in the goal of Inadequacy.

5. Shake your confidence? A person makes you feel, "Who died and made you God?!" Even if you do not generally gossip, they are the ones you are most tempted to tear down (or rip apart), and privately criticize. They make your hackles rise with their smug, condescending tone of voice and body language. They are in the goal of Significance.

Most of us in our efforts to improve the situation react and draw upon controlling, harsh, disrespectful and counterproductive responses. Or we ignore and enable. We compete. We give in or give up. We retaliate. Most of what you and your employees may be doing in reaction is not helpful and adds greater discouragement. When these do work, they only do so short-term to squelch behavior and they carry a high price tag. Despite the epidemic of misbehavior, all of it is a result of people who lack a feeling of being empowered, lovable, connected and contributing. Are you wondering, "What can we do?"

Redirecting negative behavior is a powerful, honoring alternative that helps you diagnose root causes of misbehavior and effect positive change while helping you and the discouraged person. *Redirect* is an effective way to transform misbehavior without causing harm to people or relationships. While I cannot fully explain the process of *Redirect* in this book, here are steps you can take in the meantime:

- Learn about the counter-productive effects of punishment (often called *consequences*), bribing (often called *rewards*, *incentives* or *positive reinforcement*) and judgment (often called *evaluation*)

- Stop doing the above. They are all *extrinsic* ways of trying to motivate change

- Focus on how you can be conscious of your own inner dialogue and the thoughts and feelings you are acting out of that are *reactive* vs. *responsive*. Cease speaking and acting this way

- Notice language you or others in your workplace use indicating a lack of centeredness; then get re-centered

- Observe unharmonious behavior in you or others and consider: Which feeling is lacking—*empowered, lovable, connected* or *contributing*? Can I change this dynamic? Consciously create your workplace culture and conversations to meet the four core needs

- Build systems and a culture designed to develop *intrinsic* motivation, social interest and encourage-ment. When you do, misbehavior is drastically reduced, becoming a more manageable issue.

- Minimum: Do no harm. If you don't know how to *Redirect* or stop reacting, but you know that misbe-havior is based in discouragement, don't add further discouragement.

- Learn to do *Redirect*. Find out what it is, why it works and how important it is.

Is There A Process For Transforming My Workplace Culture?

Yes! Here is a description of the 7-step process we use to promote leadership within each person when we work with clients. Human systems and how to implement change are part of every service we provide. When people think positively, communicate effectively, and act responsibly, they feel fulfilled and happy. The challenge is forming new and sustainable habits so everyone behaves in an accountable and committed manner.

In each of the following 7 steps, there are key activities and new conditions as part of each.

Step 1: Make sure the CEO and Senior Team support the transformation process.

In this step, the CEO and Senior Team members come to understand what they are getting into, what is required of each, including time commitments and mastery of new behavior.

They learn the process for building capacity in their staff and how to prepare their culture for upcoming changes.

They bear the greatest investment in learning concepts and mastering new behaviors in a responsibility-based workplace culture.

The CEO and Senior Team members receive and review the results from their LifeWork Systems Exploration Survey, discuss the challenges, gaps and needs of the organization, review recommendations and begin to make commitments needed to start the culture change process. The Senior Team and CEO are educated on the change process and capacity building begins with them as they move through their leadership sessions. Each reviews the process of understanding the time and other commitments and to sign their commitment forms. Responsibility-based vs. control-driven approaches are contrasted; they recognize the impacts of engagement on their business and reframe the role and responsibility they have as leaders. Each reviews and together they adopt a leadership development process. They understand and accept a new model for the workplace culture, including building a foundation of trustworthiness and distributing training to all employees

Bottom Line: You and your Senior Team members receive a high level view of what's required, what you are transforming from, into, and commit fully to the transformation process.

Step 2. Benchmark the organization's culture to determine the starting point.

This step is focused on measuring aspects of your culture so areas showing up as deficient are clearly identified, and a plan to improve them becomes apparent. In this way, you track your progress. Benchmarking is focused on aspects related to a healthy workplace culture based on trust and

personal responsibility. I recommend checking to see how your employees perceive the overall emotional and social wellbeing of your work place.

Here are four tools I recommend benchmarking:

1. *Strategic Alignment Survey*: Assessments are administered to the CEO, Senior Team, then groups or divisions, and then the entire organization, initially and after services have been delivered and implemented. I help you take the pulse of every employee using this survey so each fully understands the perceived levels of trust, alignment and engagement.

2. *Ntrinsx Assessments:* I recommend you administer this social intelligence tool created by one of our partners called Ntrinsx. This tool helps everyone to easily remember and draw upon diverse priorities and perspectives so people do not inadvertently violate and neglect each other's most important values.

3. *Appreciative Inquiry Interviews:* Appreciative inquiry is a tool I incorporate to gather information about what *has been* working in the past, *what is* working now, and *what would be* working if your culture were functioning at its best. The objective is to gain a high level vision from a cross-section of your staff, and sometimes some of your vendors, partners, and customers, including the disillusioned as well as the satisfied.

4. *Identification of performance targets*: You take specific measures, set up target tracking, and create buy-in for managing reporting to LifeWork Systems and one another. Then I help the CEO and leadership team members identify specific and measurable performance targets with

at least one target that has a direct connection to a return on investment you and your team want to achieve.

You benchmark throughout your transformation process, often for up to two years.

Bottom Line: Benchmarks may encompass different areas of your company culture (e.g. trust, alignment). Once a benchmark is established, then assessments are re-issued to measure improvement.

Step 3. Get all the Senior Team members "On the Bus" and develop a plan.

In this step, you get your Senior Team members on the bus and develop a plan that works for everybody. The plan for rolling out a culture change is very important because in general, slow and steady wins the race. The plan includes assessment, defining performance targets, and training and coaching at multiple levels including the use of live and online training so leaders can guide their direct reports, while having their hand held along the way.

Your leaders and employees access information and you and your leaders each receive agendas and talking points so you can confidently hold conversations necessary to define processes and communicate details effectively while training and mentoring direct reports.

Together, you determine how often individual and group training and mentoring meetings are scheduled. Everyone makes time in their schedules for training, mentoring, and reviewing materials presented to the entire staff. This process is highly dependent upon the nature of each business or orga-nization, including the technical and other physical resources

available, the budget, and the involvement of stakeholders, HR requirements, and whether services need to meet continuing education criteria, etc.

Each organization and everyone in it, participates with full understanding, especially the Senior Team and the midlevel managers because they are the most invested regarding time and money.

With my help, your team defines a scope of work, and then ensures each Senior Team member understands all requirements and signs a commitment form. Each agrees to the schedule, roles, and new tasks. Each agrees on all deliverables of the process, ultimately with commitment forms from everyone in the entire organization.

Bottom Line: You and your Senior Team design a custom plan and together, you develop a strategy for rolling it out at every level of your organization. Each team member is aware of their obligations and is committed to the plan and their role in it.

3a. Senior Team believes in people and has made a commitment to building a high level of trust in teams and with all employees.

Your Senior Team demonstrates people are important, relationships are important, that communication matters and business is not just about making money. You emphasize the importance of remaining focused on a purpose and values and creating a high level of trust with all employees. Each executive demonstrates their personal commitment in word and deed by participating in all training and mentoring sessions and by becoming proficient in managing their relationships

and using the tools and model with their peers, with their direct reports and with the entire team of employees.

Bottom Line: You and your Senior Team members learn the skills, model them for others and *walk the talk*, first with their authority figures, peers, with their Managers and Supervisors, and then with all employees.

3b. Senior Team understands that one of the keys to building trust and personal responsibility is a values-based culture.

The Senior Team extends their commitment for a value based culture and it is reflected in the way they are hiring, onboarding, planning and much more. The Senior Team develops and over-communicates a strategic plan and direction. We call this a blueprint process and it encompasses development of your purpose, values, visions, goals, procedures and roles. You build trust by making executive decisions related to making all values operational in the workplace, and by modeling new skills and practices first. You and your Senior Team discuss what is next, and set up initial hiring, firing, and orientation protocols based on values of the culture.

Bottom Line: You and your Senior Team use, live by, decide by, design by, hire by, fire by, orient by, the core values and the eight values that build trust.

3c. Entire Senior Team is committed to the organization's purpose, values, visions, and for creating a responsibility-based culture.

Most organizations almost wander into business accidentally and they focus a lot on procedures and goals. They don't spend as much time as needed on purpose, values and visions. Key to this step is that you and your Senior Team

understand what the organization is committed to *causing* beyond profit and you focus on becoming a mentoring-based leadership team and organization, where meaningfulness and personal responsibility is promoted at all levels. You and your Senior Team make certain responsibility and accountability are happening by building capacity for change with the midlevel management, laying out a scope of work and making sure everyone understands all requirements. You are garnering commitments on schedules, roles, tasks and deliverables, and engaging in the training and mentoring of your Managers and Supervisors. With them, you also discuss, create and implement new processes and set up teams that meet to promote the values and vision of the organization on an ongoing basis.

Bottom Line: You and your Senior Team transfer responsibility to midlevel management and begin introduction to remaining staff concerning the responsibility-based model you are adopting as a priority.

3d. Entire Senior Team have adopted a values-based strategy to transform the culture.

You and your Senior Team have implemented a strategy for training and mentoring your employees on how to be responsible for relationships, performance and engagement. The main objective is determining how to make everything in the model distributive and practical. The key to this step is that your Senior Team comes up with a roadmap for implementing your core values with all employees so the values and purpose are not just ideals, but are made operational. This is evident in conversations and new behaviors referenced and practiced consistently.

You and your Senior Team make certain responsibility and accountability are happening by ensuring all systems are purpose and value based, not profit and activity-driven. Your team is identifying future subject matter experts and leaders to represent specific skills in the model, and is mentoring Managers and Supervisors in their development of skills in preparation for their work with their direct reports. You are working together, building capacity for change, and making sure your hiring, firing and orientation policies are revised to be aligned with emotional intelligence, values and trust building as priorities.

Bottom Line: Implementation of values is a key focus for saturating the environment with value based behaving.

Step 4: Ensure all Managers and Supervisors are building trust and creating an environment where people are self-directed.

In this step, your priority is to ensure your Managers and Supervisors are building trust and creating a new environment where people are self-directed. The key to this step is that your Senior Team is now building change capacity with the mid-level Managers. They are empowering them to begin the distribution process with *their* direct reports so they are developing leadership in every person in their department or division and the organization overall.

In this way the model is the go-to for human systems questions and issues. The model is the focus of the implementation of a responsibility-based way of guiding all the remaining employees, current and new hires. Managers and Supervisors have taken initial training and are now being mentored by the Senior Team members. They are reporting on status of accomplishing culture goals and tasks with their

direct reports, demonstrating mastery of skills for improved relationships, productivity and engagement, identifying and inviting staff members to become Subject Matter Experts (SMEs), and helping to design and implement changes that reflect the new culture and values.

Bottom Line: Your Managers and Supervisors, who report to the Senior Team, are distributing skills, creating buy-in to the plan, and now developing leaders at all levels.

4a. Ensure all Managers and Supervisors have the emotional intelligence to build a high level of trust with their team members.

In this step, a whole set of tools come into play as part of developing social and emotional intelligence. Your leaders in the middle level of the organization are now demonstrating their ability to share power, and maintain themselves and their relationships effectively. What we see happen is that their direct reports start to notice the changes and the shift the leadership team has been making to build trust and provide an authentic experience. The leadership team at this level and above is living up to the eight values that build trust and your unique core values. Managers and Supervisors continue to become proficient in use of new skills, receive mentoring from senior executives, are evaluated and promoted on their ability to model emotional intelligence and build trust, are promoting and practicing teambuilding skills with staff, demonstrating knowledge and use of skills and tools, and ensuring hiring, firing and promotions are conducted with emotional intelligence, trust building and core values of the culture in mind.

Bottom Line: Your Managers and Supervisors are walking the talk and modeling skills so their direct reports trust their commitment and are willing to commit to the same.

4b. Develop each Manager and Supervisor's coaching and counseling skills so they can talk with their team members about their relationships and performance.

During this step, your Managers and Supervisors begin mentoring their direct reports. The managers are no longer looking through the lens of control methods in which they manage, motivate, and evaluate their people from *extrinsic* motivation. Instead they influence each to be good organizational citizens as they moving to a *wise counsel* model in which they support their team members by *effectively transferring responsibility to them*. They meet with each person monthly or biweekly to check in and to support their ownership of tasks, passion for their work and their relationships. Managers and Supervisors are now conducting group training and coaching sessions with their direct reports, modeling and practicing skills with them, including effective communications, redirecting negative behavior and more, in order to resolve issues when they arise in their department or team.

Bottom Line: Your Managers and Supervisors stop managing; they mentor and coach in the model and new skills instead.

4c. Ensure all staff are included, see their work as meaningful and how it contributes to the organization's success.

In this step, all your employees see the importance of their contributions and what they are doing so behavior is purpose vs. activity-driven. The key to this step is that because you are moving from a model where people have been extrinsically motivated to one where they are intrinsically motivated, the mid-level leaders are now focusing on connecting the tasks and the contributions of each employee to the higher

purposes of the organization so the individuals they are leading make the connection too.

Managers and Supervisors are now using encouragement strategies regularly including appreciative inquiry, encouraging team members to identify and speak about why their contributions matter, tracking and celebrating progress, and providing recognition for results related to vision, trust and values.

Bottom Line: Your Managers and Supervisors focus on developing leadership and intrinsic motivation in their direct reports.

4d. Develop team members' skills so they take ownership of continually improving their own performance.

In this step, your Supervisors and Managers develop their team members so each person can improve as part of the team. In this step, Managers and Supervisors are now inviting and providing opportunities to direct reports for demonstrations of leadership skills, developing greater intrinsic motivation through delegation of whole tasks with encouragement and support, and spending time coaching job and social and emotional intelligence skills

Bottom Line: Your Senior Executives, Managers and Supervisors conduct mentoring sessions and group meetings and continue to measure and improve skills and personal responsibility in all direct reports.

Step 5: Create a values-based culture: all staff operate by 8 values that build trust.

During this step, your hiring practices are now different, and you screen each new hire closely to determine if they

have the culture fit you want. You consider whether they understand what is expected of them. Zappos, an online shoe company well known for their workplace culture, is a great example of this. They put their people through a month-long orientation on their workplace culture. They screen each carefully and after the first week, they offer them $1,000 to leave if they feel their workplace is not a good fit for them.

At the end of the second week of orientation, they offer $2,000 to anyone who feels they are not a good fit. This is because the Zappos workplace culture is their primary priority. They know if they do not get their culture right and the right people into their culture, the rest of their best-laid plans will not likely succeed. Because they have a mission to "Create a wow experience through service", they provide every opportunity for prospective employees to leave on good terms if they desire to do so once they know what the culture is all about.

This is what makes a culture values-based; ensuring values remain front-and-center at all times in word and deed. In this step, all your employees have been given the skills and processes for changes in behavior and functioning, have put a process in place to orientate new employees into the workplace culture, mentor every employee on a weekly or bi-weekly basis, and every employee is responsible and supported in their human systems and tools. Everyone understands it is not acceptable to operate outside of the values that build trust or the unique core values identified by your leadership team and adopted by your organization as a whole. Hiring and firing processes are in place related to the needs of the culture.

Bottom Line: Your Managers and Supervisors are consistently reinforcing new processes and aligning all procedures with the new culture model.

In this step, all of your leaders create opportunities by regularly assembling employees into cross-functional teams from various business areas, delegating leadership on a rotating basis. The goal is to encourage innovation and inductive problem solving among all staff. In the beginning, your teams may not be all that functional and may not know how to collaborate effectively with each other, especially on getting along and working through issues requiring authentic teamwork in order to be accomplished. Key to this step is for each of your leaders to help everyone work together using a combination of processes and tools so collaboration and healthy teamwork becomes the norm. Each person gains confidence in their ability to influence change and contribute in meaningful ways.

All your employees are given the training and opportunities to practice cross-functional teamwork and exercising initiative and shared power and leadership. They are asked to lead meetings, are delegated whole tasks, and are working with related stakeholders within the company (at all levels and from a variety of disciplines and temperaments) as well as external stakeholders such as vendors, partners, and customers if appropriate to your business.

All employees are supported in growing skills and asked to demonstrate the necessary behaviors and protocols for proactive creating, collaboration and cooperation on events, strategic planning and projects.

Bottom Line: Senior executives, Managers and Supervisors all promote leadership skills by developing staff experientially as each demonstrates real-time, hands-on

leadership, collaboration, and teamwork skills in specific cross functioning events.

Step 7: Use cross-functional teams to design and redesign systems, processes and structures.

Your employees at all levels are now re-designing systems for how your business runs, including your human systems, especially because every employee has exercised leadership skills. Together they are working in effective teams to examine and improve all business, customer service, internal culture, R&D, technology, HR, and human systems as well as those systems related to projects, procurements, direction, mergers and acquisitions, etc. in order to promote ongoing improvements and excellence in building and sustaining the success of the organization.

They create solutions to meet existing and future visions TOGETHER that make the acceleration and effectiveness of their efforts stronger and more informed, with greater capacity every step of the way.

Bottom Line: Your workplace culture transformation process culminates as all stakeholders in your business participate in redesigning elements of the organization so the purpose, values and visions are reflected throughout.

Each one of these process steps has its own separate focus, for which you want to make sure everything is on track. This is like making sure to check several different vital signs to ensure everything is in good shape physically because each of them work together as a whole and connected system. When they are done well, the management of relationships, productivity, and engagement are all part of your larger system.

All leadership members have to know how to participate in these steps, master the skills and communicate the intentions, within each. The ultimate bottom line of the transformation process is *the transfer of responsibility*, which is a key component in our model. You only know you have succeeded when your Senior Team and mid-level Managers and Supervisors all shift from fixing, converting, and changing others to mentoring and transferring ownership to each person for the ways they get along, get motivated, and get things done. This requires a commitment within the leaders themselves to develop other leaders to the highest degree possible.

Final Summary

As a business owner or leader, you have an awesome opportunity to change many lives in a profound manner. You have the capability to create a work environment where standard procedures are based on personal responsibility, leadership development, intrinsic motivation and social and emotional intelligence. You know conscientious employees stay put, ensure you have a stellar reputation, create amazing results and grow your business.

I believe there is no coincidence you have picked up this book. Over the many years I have owned LifeWork Systems, I have seen what appears inexplicable at times, as lives and organizations are changed through awareness, acceptance of responsibility and willingness to drop old habits in favor of creating authentic win/win dynamics.

For myself, I have sought to take responsibility for my life and learn to live in a manner that reflects true community, where people practice the values that build trust. I have found these values *are* attainable for anyone committed to learning, promoting and supporting them as non-negotiable in word and deed. You may have a desire to make them so in your workplace too.

At times, shouldering the weighty task of helping your employees to move in this direction might seem daunting. I want you to be encouraged and know it *is* possible to create conditions where conflicts are resolved constructively, encouragement and support are plentiful, communication is accountable and easy, and all feel equally empowered, lovable, connected and contributing.

With this in mind, I invite you to join me in our LifeWork Systems purpose: *"To create a world where people love their lives"* (including at work). May you and all those you lead be fully supported to expand into your greatest potential!

About LifeWork Systems

LiveWork Systems is an award winning training and consulting company designed to assist people in cooperating with one another. With our support they **communicate better, become leaders** no matter what their role and help create conditions that **bring out the best in everyone**.

We provide

- **Assessment**
- Live and online **training**
- **Coaching** and **mentoring**
- Practical **application processes**

Primary Topics Include:

Culture Shock!

Improve Your Culture to Improve Your Business

Get Along. Get Motivated. Get More Done.

Fostering Relationships, Engagement, & Productivity

Your Mouth Is Moving But All I Hear Is Blah, Blah, Blah…

Communicating To Build Trust and Alignment

Don't Hold Up Progress… Hold Up Your End Of The Bargain!

Developing Accountability and Quality Work

Don't Duke It Out… Work it Out!

Redirecting Negative Behavior

What a Great Question!

Game-Changing Questions using Appreciative Inquiry

Business owners, educators and community leaders hire LifeWork Systems because they want the advantages of and highly productive workplace culture. They know caring, responsible, conscientious, employees help them ***grow their business, stand out in their industry and keep customers coming back***.

They appreciate LifeWork Systems' **proven 7-step process** for a complete cultural transformation and the added benefit and convenience of distributing information to all employees through individual and leader-led eLearning.

For more information on

LifeWork Systems

Visit

www.LifeWorkSystems.com

Resources

You can access over one hundred articles from Judy Ryan here—http://lifeworksystems.com/media-events/articles/

Judy's TV and Radio interviews can be accessed here—http://lifeworksystems.com/media-events/tv-interviews/

See over thirty testimonials from people and companies who have benefited from Judy's efforts here—http://lifeworksystems.com/about-lws-2/our-testimonials/

You can also access numerous other articles and blog posts from Judy here—http://bit.ly/1gmPdfc

Books that Judy Recommends

Getting Naked by Patrick Lencione. Of all the great business books I have read, this is one of my top favorites (and, no this book is not about hot-tubbing!) In it, he describes a value-based approach for doing business in which you immediately jump in with a prospect as if you are already their service provider, while being real with them about what you know and don't know. Using a clever story, Lencione illustrates how it's possible to charge premium prices because

providing copious value is evident immediately to your clients in the style and volume of service you offer them from the moment you meet them.

Delivering Happiness by Tony Hsieh: This book is one of my favorites on workplace culture. In it he outlines many of the practical ways they have implemented changes to reflect their mission to "create a wow experience through service."

Smart Tribes: How Teams Become Brilliant Together by Christine Comaford: This book is very much aligned with our work. It is about how we unconsciously scare one another in ways that cause disconnection and diminish our ability to access our individual and collective wisdom. When we undo this pattern, we have brilliant teams.

The Go-Giver by Bob Berg and John David Mann: This book is a parable that emphasizes the importance of providing real value to your customers. The more value you provide, the greater the return. The principles in this book have become core principles in my business and life.

100 Things Every presenter Needs to Know About People By Susan Weinschenk: As a speaker, I am always trying to get a little better each time and this book helped.

The Purple Cow by Seth Godin: I am a fan of this book because it emphasizes the importance of uniqueness and how honoring it in yourself and the customers you serve can make a world of difference.

A Whole New Mind by Dan Pink: This book contains great lessons for anybody that consults or has clients. Specifically, the value of becoming completely open and honest with your clients, and the power this has in forming deep

bonds and long lasting business relationships. After reading this, I began to understand the value of right-brain creativity in today's business world.

Work The System by Sam Carpenter: This book is the reason I changed my company's name from Expanding Human Potential to LifeWork Systems. On a personal level, the book helped me apply systems to the operations of my business in a way other books have not. Taking the systems mindset has helped me increase the efficiency of my business by eliminating recurring problems that took up way more time than needed. The book is a must read for business owners who are tired of spending their days putting out fires.

Think and Grow Rich by Napoleon Hill: I remember it as the book that inspired me to start my business. Napoleon Hill said, "Whatever the mind of man can conceive, he can achieve." Same is true to whatever the mind of a woman can conceive too.

Megatrends by John Naisbitt: Even though this book is 30 years old, it has some of the most profound information about business and societal trends that are especially true today. Megatrends helps me understand the WHY behind the trends and to discover the many ways America is restructuring, to understand how the pieces fit together and to try to see what the new information society looks like.

Rich Dad Poor Dad by Robert Kiyosaki: This is a story of two different dads and the way they viewed the business world. The book really opened my mind to think differently about business and ways of viewing pursuing it. This book helped me to step out and take risks that expand my limits.

Failing Forward by John Maxwell: This is a book that helps me see that failing is not a bad thing; it is just a stepping stone if you use it correctly.

The E-Myth and ***The E-Myth Revisited*** by Michael Gerber: I enjoy learning new ways to set up and run a business, including looking closely at the systems and roles needed.

The 4-Hour Work Week by Tim Ferris: This book shifts paradigms by reframing the belief many have that to be successful, we must work hard, for long hours.

The Strengths Finder and ***First Break All the Rules*** by Gallup: These books demonstrate how using your strengths and being connected to employees generates higher revenues and results in lower staff turnover.

The 4 Agreements by Don Miguel Ruiz: I recommend this book to many business leaders as a book to give to their staff for the holidays. If every person would live by the suggestions within this short but wise book, it would be a very different world.

Meet the Author, Judy Ryan

Judy Ryan has been owner of LifeWork Systems, an award-winning training and consulting company specializing in cooperative practices since 2002. Judy is a consultant, trainer, writer, coach, and presenter, with guest appearances on TV and radio. She writes two columns, one on **Emotional Intelligence** published nationally in the Women's Journal since 2006. The other, **Your Extraordinary Workplace** has been published locally in the St. Louis Small Business Monthly since 2012.

People hire Judy Ryan and LifeWork Systems because they want to fully experience the joy and vitality that can be realized through a purpose-driven workplace culture where excellence in achievement is accomplished and celebrated. They know that conscientious employees keep customers happy, help grow your business and keep your reputation positive. Judy Ryan and her team assists organizations in establishing collaborating rings of alignment in values, vision, goals and objectives among its leaders, workers and stakeholders.

When Beethoven saw a piano, he saw a symphony. When Judy Ryan meets people, she sees the unseen beauty

and truth beneath the surface and uncovers it. And that truth—the one that's really happening under the surface—is what we all need to see. We need this because the old ways of understanding human systems are not working anymore—the way of superior versus inferior or management versus employee or parent versus child. They never did. And now we need new systems that create equality and reveal the courageous people we really are. And that's what Judy Ryan provides.

Judy's purpose is to create a world in which all people love their lives. She and her team translate theory into actionable, concrete realities. She provides a new language that relies on your intuition, pushes past your shame and allows you to step into a powerful future.

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