

THE SPARK WORKBOOK - FIVE STEPS TO BECOME A MOST LOVED WORKPLACE

Creating a Most Loved Workplace



**By: SPARKING Emotional Connection for
Peak Performance**

What this Workbook Includes:

1. The elements of leaders who have a “SPARK” to catalyze action and create a high-performing culture through:
 - a. psychological safety,
 - b. respect
 - c. Innovation,
 - d. Growth Mindset; and
 - e. Moving at rapid speed.
2. It includes key steps in each part with details on how to perform each step (will add details once approved).
3. Activities/scenarios that leaders could practice in order to develop their SPARK skills (will add details once approved)

There are Two Kinds of Activities:

1. **Mini activities:** small activities/scenarios so leaders could practice specific skills (isolating skills) ex) active listening
2. **In-depth activities:** in-depth activities/scenarios so leaders could practice multiple skills at once ex) conflict resolution, collaboration meetings, setting ground rules, etc.

Workbook Goals:

- ✓**Goal #1:** Leaders will learn the steps of systemic collaboration and will practice exercises to improve their ability to systematically collaborate
- ✓**Goal #2:** Leaders will learn the steps of a positive future and will practice exercises to improve their ability to create a positive future.
- ✓**Goal #3:** Leaders will learn the steps of alignment of values and will practice exercises to improve their ability to create an alignment of values.
- ✓**Goal #4:** Leaders will learn the steps of respect and will practice exercises to improve their ability to establish respect in the workplace.
- ✓**Goal #5:** Leaders will learn the steps to killer achievement and will practice exercises to improve their ability to achieve killer achievement in the workplace.

CONTENTS

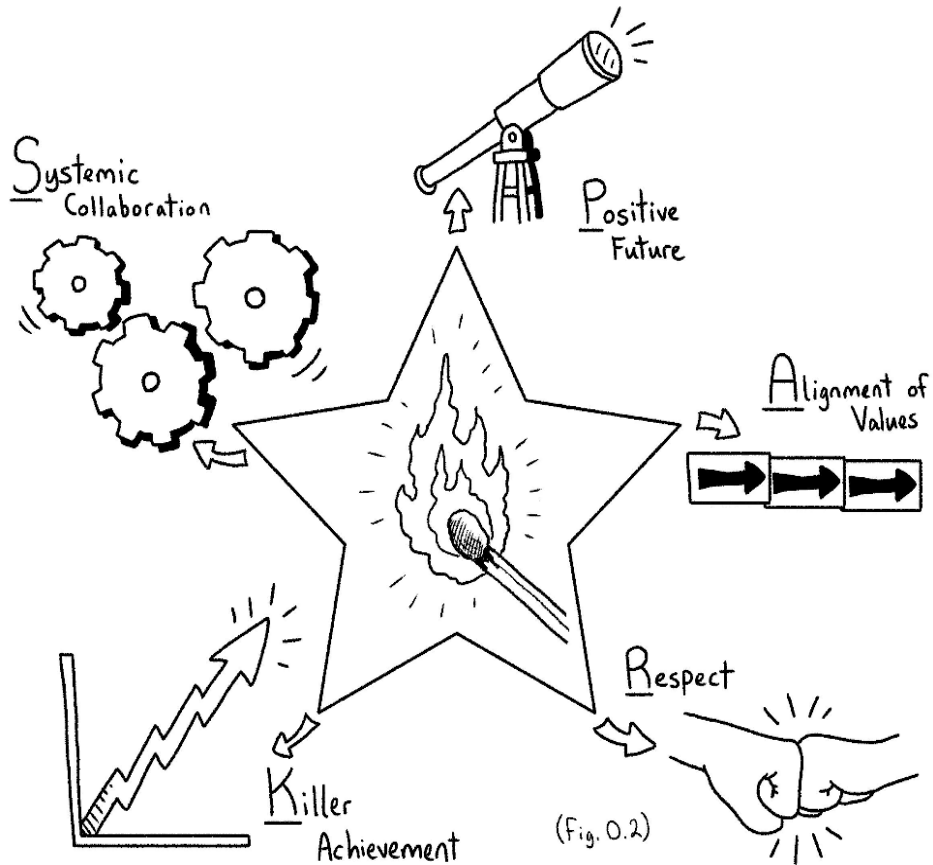
What is the Most Loved Leaders Model?	1
Pre-Workbook Assessment: “Connection Web”	2
1 Systemic Collaboration	8
Steps to Building Bonds & Trust:	16
5 actionable ways you can begin applying... ..	25
Best Practice: “Ladder of Connection”	32
2 Positive Future	39
What is a Positive Future?.....	39
What are the barriers to a positive future?.....	40
Worst Practice Example:	41
Steps to Creating a Positive Future:.....	42
1. Leverage Passion.....	42
2. Turn Change into a positive.....	43
Activity “Resistance to Change to Restoring Cooperation”	44
3. Create space to innovate	50
4. Keep workplace practices positive.....	51
3 Alignment Of Values	53
What is Alignment of Values?	53
What are the kinds of values that are important to the Most Loved Leader?	56
Steps to Practicing an Alignment of Values.....	63
4 Respect	66
What is Respect?.....	66
2. Consider an app.....	74
Steps to Build Respect in the Workplace:.....	77
5 Killer Achievement	80
What is Killer Achievement?	80

What are the barriers to killer achievement?	82
Steps to Creating Killer Achievement:	83
Additional Steps to Accomplishing Killer Achievement:	84
Post-Workbook Assessment: "Connection Web"	89

What is the Most Loved Leaders Model?



The SPARK Model



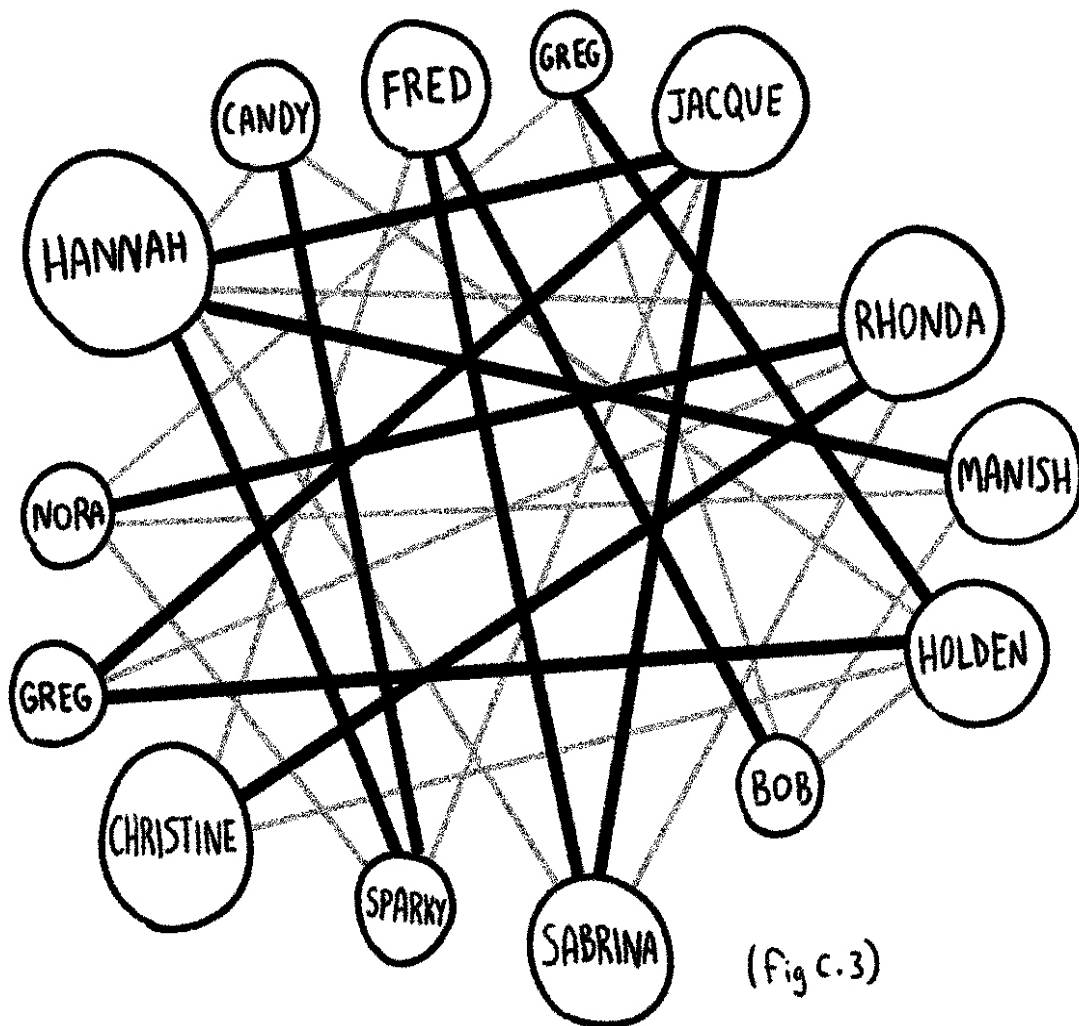
www.louiscarter.com

<https://resultsbasedculture.com/assessment-survey/>

Pre-Workbook Assessment: "Connection Web"

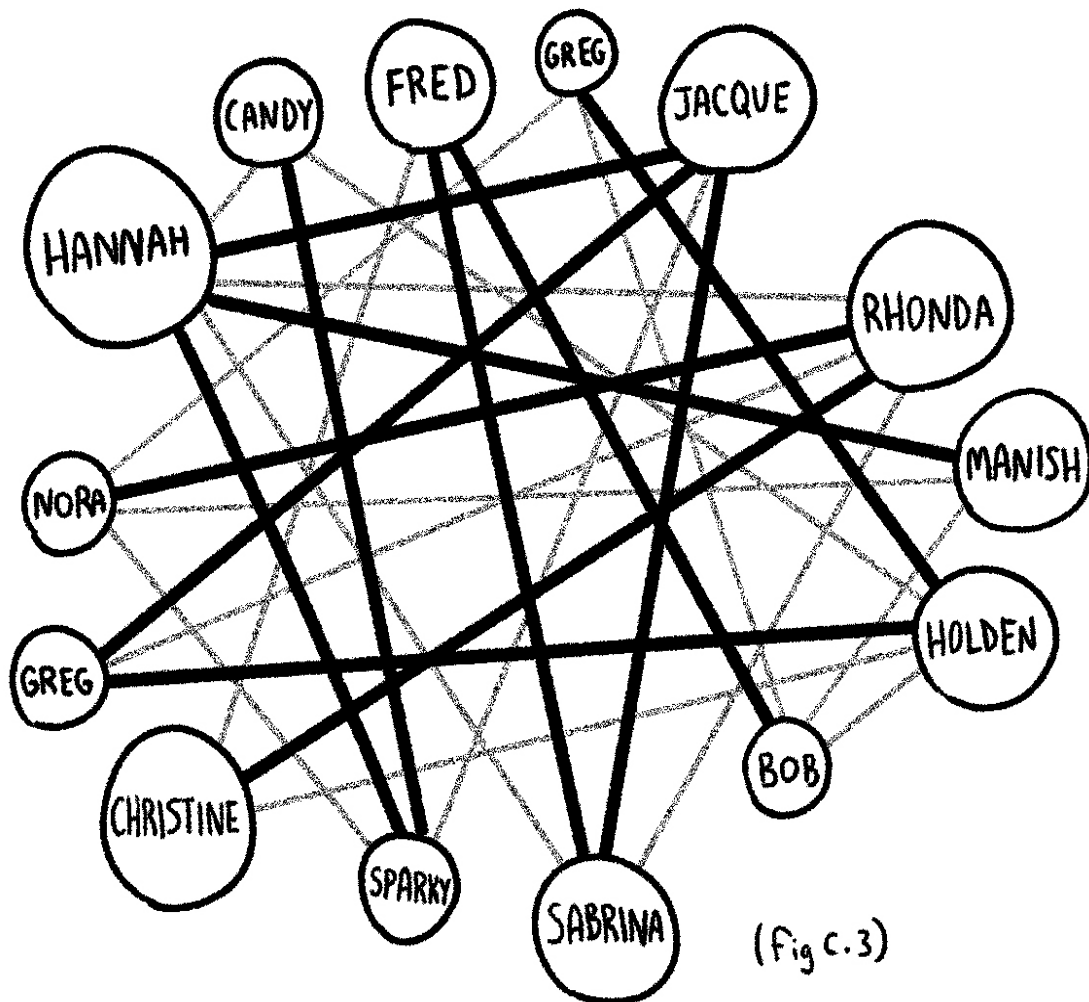
The central goal of this workbook is to catalyze and track rapid results within your workplace and its culture. As such, it's essential that you as the leader assess your team's level of cultural connectedness to each other before practicing these exercises included.

The purpose of completing this assessment is to draw the level of perceived cultural connectedness within your workplace. By drawing the connections, you will have a basis for comparison to see how the connections changed after performing the workbook exercises. (*post-assessment will be included at the end)



Directions:

1. Draw a circle for each person in your team.
2. For each team member's circle, draw a line to the person you know and/or perceive they are connected to.



Individual Roles

Directions:

1. Give Out the definitions to each group member.

2. Tell them to rate themselves on a scale of 1-10 in each of the following areas.
3. Have them place the scores into a spreadsheet where you will tabulate and show the scores on the screen.
4. Have the group discuss which roles they most fit.
5. Explain how you must have all roles in order to have an effective culture that produces results - and knowing who and what we are most inclined to do, allows us room to see the gaps and with the help of each other, close them.



Carter, Louis, Goldsmith, Marshall. *In Great Company*. (2019: McGraw Hill). Myer, Allen. 1991.

Personal Culture Map

The map below is based on the Emotional Connectedness Index - and the dimensions of the cultural assessment. Each individual should be rated on a scale of low to high impact and share their findings with the team.

Directions:

1. On a sheet of paper, write down your self-assessment of where you are in each of these areas.
2. In dyads (2 people), discuss your findings.
3. Each person will report out on your learnings of their partners

Low Impact	Giving advice on improvement	High Impact
Low Impact	Team Player	High Impact
Low Impact	Open to New Ideas	High Impact
Low Impact	Positive Attitude	High Impact
Low Impact	Values Oriented	High Impact
Low Impact	Holds themselves accountable	High Impact
Low Impact	Respects Contributions of others	High Impact
Low Impact	Trustworthy	High Impact
Low Impact	Technical competence/SME	High Impact
Low Impact	Execution Oriented	High Impact
Low Impact	Works best on a team	High Impact
Low Impact	Works best as an individual	High Impact

Knock Out The Noise and Have Courageous Conversations

Most cultures hide how they really feel. They speak indirectly, hold things back, and end up harming themselves and others through gossip and lack of follow-through. This model was inspired by my work with Chris Argyris back in the 90s on his Model 1/Model 2 and double-loop learning.

Directions

1. Have participants indicate a situation where they must communicate a difficult message.
2. Ask them to write down their political/diplomatic message.
3. Then ask them to determine what they really meant.
4. Lastly, have them say it again in a more powerful, direct way.
5. Give them 4 minutes to have a dialogue on this and 4 min each to report out.

(((ENTER POWERPOINT -- CULTURAL MAPPING TOOLS))))

The slide features a blue background with a white grid pattern. At the top left, there is a yellow rectangular box containing the text "Knock Out the Noise Conversations". Below this, a table with three columns and two rows is displayed. The columns are labeled "Say", "Really Think/Mean", and "Courageous Re-Phrase". The top row of the table is yellow, and the bottom row is white. In the bottom left corner, the text "LOUIS CARTER" is written in yellow and white. In the bottom right corner, there is a signature "Louis Carter" in white cursive.

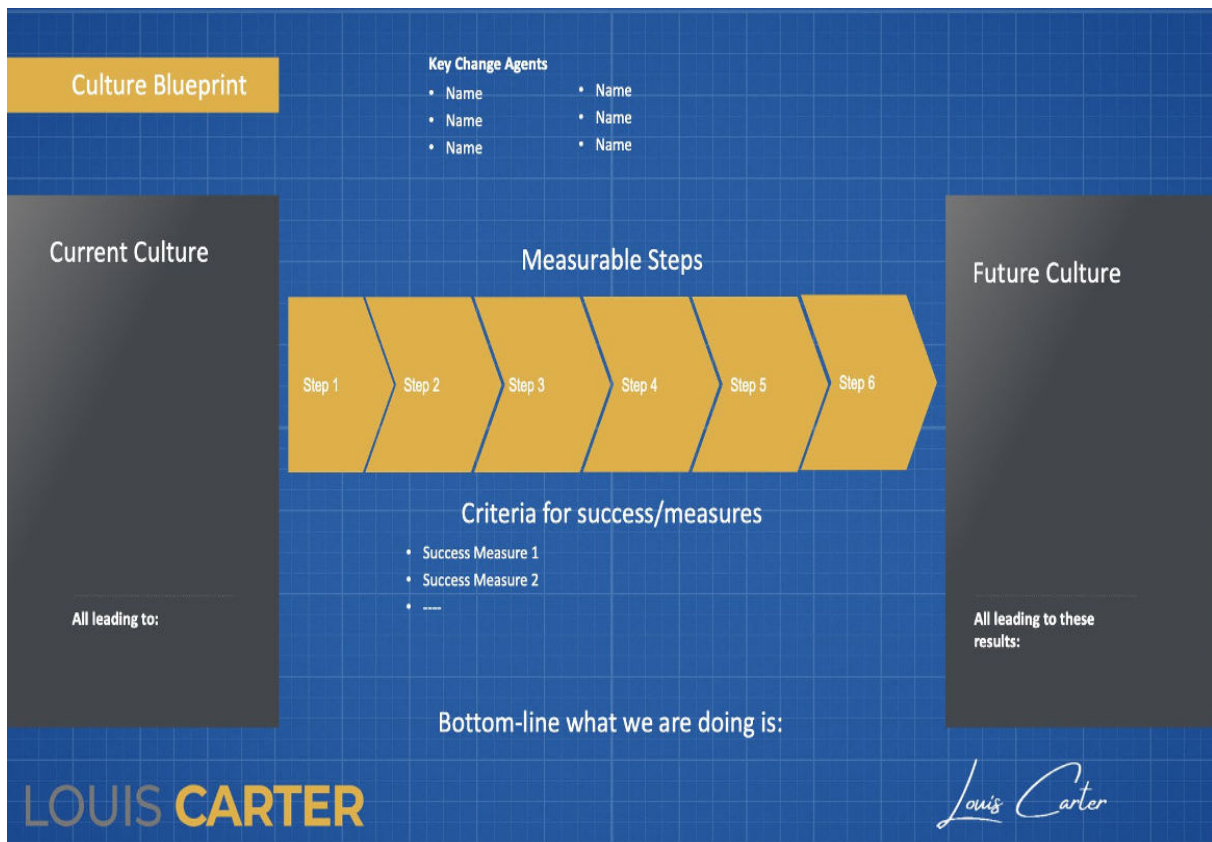
Say	Really Think/Mean	Courageous Re-Phrase

Plotting Your Culture Blueprint

There is nothing more essential than creating a path for a great culture that drives results.

This activity can take place in groups of 3-4 and then in a whole group.

It's essential to follow up on these items.



SPREADSHEET FOR OKRs

https://docs.google.com/spreadsheets/d/1qM3uQPYvADsFgKkPcVdO_F5hly66cas_ch1sd4eSluE/edit?usp=sharing

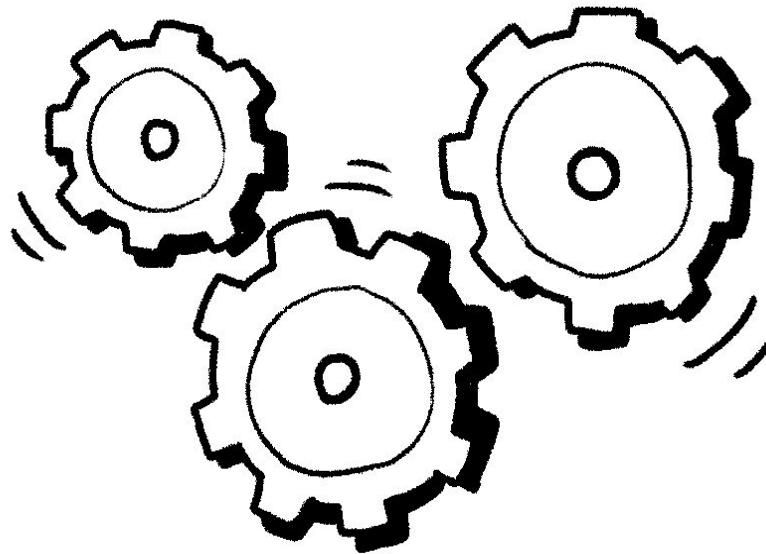
SAMPLE Co-CREATED AGENDA

https://docs.google.com/document/d/1XpY0i66uCeOgQ9EZJc4fiDHfOsWCRf_kPqoa_iPNb0_E/edit?usp=sharing

1 | Systemic Collaboration



Systemic Collaboration



What is Systemic Collaboration?

Companies that are Most Loved go beyond traditional collaboration. They create systemic collaboration where team-based decision-making, co-creation, and balanced conversation become the hallmark of successful working relationships. Collaboration moves from being a buzzword to becoming a part of the fabric of the company's operational infrastructure.

Context: Systemic Collaboration allows a team to get together for the purpose of sharing ideas in a collaborative setting that promotes team-based decision-making, co-creation, and balanced conversation. The result of the systemic collaboration is a Most Loved team that is productive and powerful. Practicing systemic collaboration begins with addressing the collaboration killers - things that get in the way of progress like unbalanced airtime, pushy teammates, and too much challenge and not enough action.

1. building trust in a team, and practicing the steps to creating the right collaborative environment is what systemic collaboration is all about.

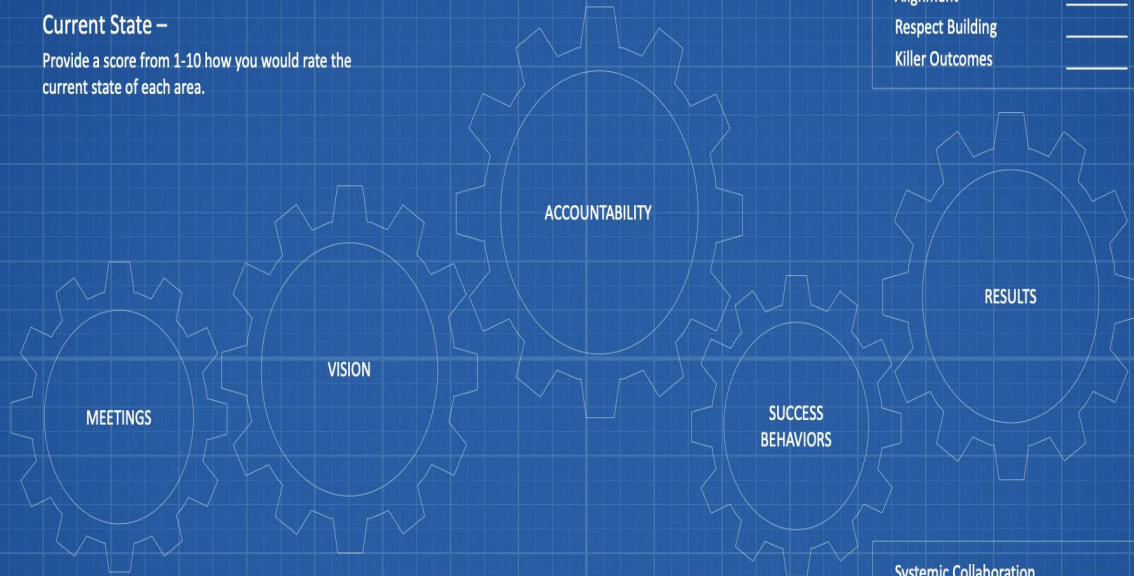
Let's start with creating a culture system map of what it means to have a systemic collaborative culture.

1. Have each team fill out the following in groups.
2. Group leaders will report out.
3. The project leader will keep track of what is agreed on.
4. Each team will use daily activity planning and weekly check-ins to determine the progress and accountability of the new system.

Culture System Map

Current State –

Provide a score from 1-10 how you would rate the current state of each area.



Systemic Collaboration	_____
Positive Future	_____
Alignment	_____
Respect Building	_____
Killer Outcomes	_____

Future State–

To be completed in 1 month from today's exercise.

Systemic Collaboration	_____
Positive Future	_____
Alignment	_____
Respect Building	_____
Killer Outcomes	_____

LOUIS CARTER

Louis Carter

Culture System Map

Current State –
Provide a score from 1-10 how you would rate the current state of each area.

MEETINGS
With ongoing projects, as a team we need to do more of/less of/start/stop doing in meetings...

VISION
We can have a more positive vision for the future, being open to new ideas better when....

ACCOUNTABILITY
We hold the organization, ourselves, and our colleagues accountable for achieving shared goals which connect to values, mission, and purpose best when....

SUCCESS BEHAVIORS
I feel trusted, appreciated, and respected by the organization when....

KILLER OUTCOMES
I am most motivated to achieve shared goals and give full effort in the organization most when....

Desired Future State–
To be completed in 1 month from today's exercise.

Systemic Collaboration _____
Positive Future _____
Alignment _____
Respect Building _____
Killer Outcomes _____

Systemic Collaboration _____
Positive Future _____
Alignment _____
Respect Building _____
Systemic Collaboration _____

LOUIS CARTER

Louis Carter

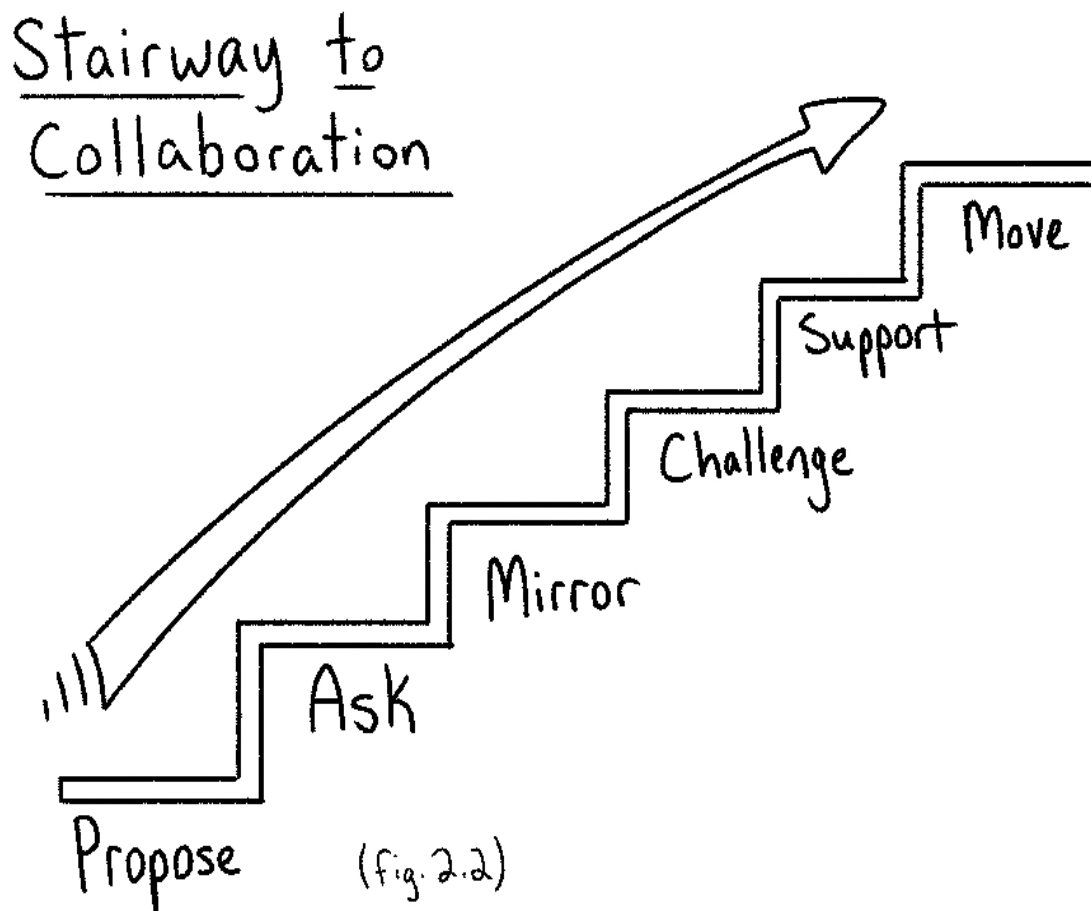
Culture Blueprinting

Directions

1. In groups of 3-4

Best Practice: “Stairway to Collaboration”

The Stairway to Collaboration shows how a team can come to a conclusion and execute during systemic collaboration. Whether an interaction is complex or routine, running through this Stairway to Collaboration model offers a simple framework for successful collaboration.



Directions: Practice these steps to come to a conclusion with your team, so you can execute and move forward.

1. **First, propose your idea to the team, including the scope and what you want to accomplish.**
2. **Ask for feed-forward and advice, keeping an open mind.**
3. **Mirror back the advice and express gratitude.**
4. **Challenge yourself to see the other person's viewpoint, even if it seems uncomfortable. Ask yourself in earnest, "What can I take away from this advice?"**
5. **Decide what next step you want to take, and gain support from others—stakeholders, team members, customers, peers, bosses, and more. Listen to their**

reactions, make adjustments accordingly, and allow others to share ownership of the decision.

- 6. Finally, move on to the changes. Enlist the help of others to make them happen. Continue to connect it to stakeholders with updates and follow-up.**

What are the killers to collaboration?

Collaboration Killers:

Collaboration Killer #1: Lack of Trust

Without psychological safety, and all that it yields within teams, attempts to collaborate will fail every time.

Indeed, psychological safety frees us up to contribute fully and openly. Harvard professor Amy Edmondson, who coined the term “psychological safety” in research she published in 1999, has said that it brings about “a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.”

With psychological safety comes not only trust but also inclusion and diversity, as more of us are willing to be fully present in groups and express diverse perspectives. Without psychological safety, and all that it yields within teams, attempts to collaborate will fail every time.

Worst Practice Example:

One example of a disaster that occurred as a result of a lack of trust and psychological safety was the NASA Challenger Disaster of 2003. “On February 1, 2003, as its 28th mission neared an end, the Shuttle disintegrated upon re-entry into the earth’s atmosphere, killing all seven crew members.”¹

¹ <https://hbswk.hbs.edu/item/the-space-shuttle-columbia-s-final-mission>

What had happened was a piece of insulating foam had broken off the rocket booster and “hit the leading edge of Columbia's left-wing”, causing it to be destroyed. “And there was a lot of disagreement among the team as the days unfolded about how significant the damage was and whether or not it was going to cause any problems.”²

From this worst practice example, we see that the disagreement, lack of trust, and lack of collaboration caused disharmony between team members. Since there was a lack of trust and collaboration, no agreement was reached, and important details were overlooked, which could've otherwise been prevented.

When teams enter into a state of disagreement, the psychological safety of that team is compromised, leading to inevitable failure, which was proven in the case of the NASA Challenger Mission. Therefore it's essential for every team to establish a strong sense of trust, so team members can openly communicate and collaborate to achieve its objectives.

Collaboration Killer #2: Weak or Inexperienced Leadership

Leaders who are unable or unwilling to delegate. Control-obsessed leaders struggle to exhibit emotional intelligence, sometimes to the point of being pathologically opposed to including others in the process or considering an opposing argument.

Deborah Lipman Slobodnik, my mentor and a noted executive coach and expert in team leadership and culture change, told me: “One of the big killers of collaboration is leaders who are only going through the motions in terms of creating an inclusive process,” she said. “They say they want to hear from their peers, but they have already made up their minds, and usually the entire team knows that.” The effect is a team that is demoralized and disillusioned.

The flip side of this negative scenario, on the other hand, is leaders who fail to communicate the rules and who neglect to set up a team structure or clarify decision

²<https://hbswk.hbs.edu/item/the-space-shuttle-columbia-s-final-mission>

rights. Lack of proper process leads to drawn-out debates, endless meetings, lack of closure, and the hopeless quest for consensus.

Collaboration Killer #3: Political maneuvering, bullying, and similar bad behavior by abusing unequal power dynamics.

Tom Kolditz, retired brigadier general and head of behavioral science and leadership at West Point told me about team dysfunction in the theater of combat training during his work with the U.S. and South Korean soldiers in South Korea in the late 1990s. At the time, Kolditz was leading an organization of about 800 people, including 100 South Korean soldiers assigned to train with the U.S. forces.

The South Korean soldiers, he said, were “super bright and extremely good with computers and automation. And every one of them was a black belt in Taekwondo. But they didn’t enjoy high social status compared to the U.S. soldiers.” The South Koreans were in the minority in the unit, and the U.S. forces tended to be more physically fit and heavily muscled, both of which are important in an artillery unit. The result, Kolditz told me, was that the South Koreans were systematically marginalized and ridiculed.

“When you’ve got different types of people working in an organization, it’s pretty easy for cliques and barriers to getting thrown up,” he said. “But it’s clearly dysfunctional, and on a team of this nature it can be catastrophic.”

Tom’s interventions were focused on bringing together Korean Augmentee soldiers and U.S. Soldiers so respect, understanding differences and collaboration were at the center of how they worked together. Teams used new forms of listening and appreciating each other’s personal stories and lives. When you demand respect and collaboration rules, you will never lose. Demanding has its place - especially when you are asking to bring people together in a safe, functional, and more civil manner.

Steps to Building Bonds & Trust:

1. Storytelling

- Professionally relevant stories
- Story with lesson/ message

Activity: “Building BONDS to Build TRUST”

Purpose: Leaders will practice a storytelling activity that helps team members build bonds in order to build trust.

Context: Building bonds is an essential aspect when practicing systemic collaboration. The strength of the bonds built between leaders and team members will further reinforce the emotional connectedness of the team and workplace as a whole. When team members have a strong bond, they can build and achieve together on a foundation of trust, honesty, and heartfelt connection. It’s within the best interest of every leader to practice implementing team-building activities that strengthen bonds, which further build trust.

Here are some activity ideas you can implement that will help team members build stronger bonds...

Ideas:

1. Storytelling: Storytelling is a great way to learn more about others and foster a sense of connection. Before or during the collaboration sessions, include a storytelling activity that relates to a particular professional theme that includes elements of emotional connectedness.

Directions: Pick a theme for a storytelling activity to use before or during collaboration sessions.

Storytelling Themes: (Pick one)

-Tell us about a project where you had to overcome an internal or external obstacle. How did you overcome it?

-Tell us about a time where you were professionally challenged. How did you grow and overcome it?

-Tell us about why you decided to work in this particular field and company/organization.

-Tell us about an inspiring moment that changed your life for the better.

-Tell us about a special moment in your professional life that you will never forget. What made it special?

-Tell us about the greatest professional lesson you've learned. Why was it significant?

-Tell us about the most fulfilling moment in your professional life. Why was it fulfilling?

-Resilience: Tell us about an experience where you had to practice resilience. What did you learn from the experience?

-Achievement: Tell us about an experience where you achieved something that you thought you couldn't. What did you learn from that achievement?

-Respect: Tell us about an experience where someone showed you respect. Why was it significant and how did it make you feel?

-Positivity: Tell us about the most positive person you met, and what made them so positive. How did they make you feel?

The most positive person I met was....

They were positive because they....

It made me feel....

-Values: Tell us about an experience where you had to make a decision based on your values. Or tell us about an experience where your values were in conflict with another person.

2. "Draw my Life Balance"

Based on LifeLine Activity:

<https://www.open.edu/openlearn/ocw/mod/oucontent/view.php?id=28130§ion=2.1>

Purpose: To have team members draw their professional path through pictures and symbols and share their work lives with others to build openness and trust.

Objectives:

-Staff will have the opportunity to create a lifeline drawing that displays key events and experiences in their professional lives in chronological order.

-Staff will become better acquainted with one another by learning about their professional lives and experiences.

Materials: poster paper, markers

Time (35-45min)

Directions: 5 min

Draw: 8-10 min

Sharing: 3-5 min

Directions:

1. Pick 5 key professional events or experiences that have had a major impact in the story of your life.

You get to choose the experiences that have shaped you. It could be anything – victories achieved, crises endured, fears overcome, lessons learned, receiving an award, traveling for work, joining an organization, or graduating to the next level.

2. Place these events on your Lifeline in the order in which they happened.

-Put happy or positive things above the line and sad or negative things below the line.

-If an experience makes you very happy, it should be higher on your Lifeline.

-If an experience makes you very sad, it should be placed lower on your Lifeline.

3. Connect the dots

When you are finished, draw a line that connects the events by the date they happened. Add notes, pictures, or symbols to make it more personal.

When time is up, each person will have about 3-5 min present their lifelines and summarize each event/experience and share what they have learned from them.

Sharing guidelines:

-Challenge by choice → you have the choice to share as much as you feel comfortable sharing

-Practice empathy → when listening, consider each other's points of view and their own unique experiences

-Respect → Respect each other's identity and experiences

4. Coworker Check-In's

Purpose: The purpose of check-ins is to connect with your team members to see how they are doing, so you can build a greater connection and sense of trust with each person.

Context: By taking the time to check in with your team members and hear their high moments, low moments, and needs, you are better able to read the pulse of the team as a whole and respond accordingly. Having these frequent check-ins will result in your team members feeling heard, appreciated, and trusting towards you because you took the time to ask, listen, and assist them as necessary.

Directions:

- 1. Perform daily/weekly check-in with team members at the beginning of meetings or individually during the day by asking them the following questions...**

Highs (high moments)-What were your highs for this week?

Lows (low moments)-What were your lows for this week?

Needs-Is there anything you need right now that I assist you with?

***To increase team trust:** Have team members check in with each other to build emotional connections.

Collaboration Killer #2:

Weak or Inexperienced Leadership

Solutions:

-Share the purpose of the team

-Establish the roles/responsibilities of the team

- Establish how decisions will be made
- Delegate
- Include others in the process

Activity: “Collaborate & Cooperate”

Purpose: Leaders will practice simulating a collaboration meeting where they will practice giving an introduction and practice communicating the structure of the collaboration meeting with their team.

Context: Practicing a simulated introduction to a meeting will help leaders feel more comfortable and confident in their ability to communicate, lead, and facilitate the collaboration effort. The purpose of giving an introduction and communicating the structure is to establish their leadership style and presence before the actual collaboration meeting itself. This will set the tone for the direction and dynamic of the collaboration session to come.

Materials: Whiteboard/Poster Paper/Blank Google Document

(*Leader can choose which material they will use during the collaboration meeting)

Directions:

1. Leaders will begin by forming groups of 3-5 (depending on the number of people available), where there will be 1 Leader facilitating the collaboration session, and between 3-5 team members as contributors.
2. Before the activity begins, the leader will take 3-5 min to fill in the blanks below on a whiteboard, piece of poster paper, or google document for team members to view.

Directions: Leaders will fill in the blanks below.

Collaboration subject: What is the topic of collaboration today?

The topic of discussion today is

Goal/Objective: What's the goal or objective of the meeting today?

Goal-Our goal is to...

Objective-By the end of the collaboration meeting, we would like to have

Purpose of team-What is the purpose of the team being formed?

The purpose of the team is

Ground rules-What are the ground rules you will establish for the meeting?

The ground rules for today's meeting are...

Ex) respect, listening, sharing thoughts, conflict resolution, etc.

Roles/Responsibilities-What are the roles that members will serve in the meeting? What are the responsibilities of the leader and members for the meeting?

Roles-

Responsibilities-

Decision-making process-What is the process of decision-making that will be used for the meeting? Who will be making the decisions, the leader, team members, or will it be a joint decision-making process?

The decision-making process will be...

3. Once the leader fills in the blanks above, they will then practice facilitating a brief 5-10 minute collaboration meeting where they will give an introduction and communicate the structure of the collaboration meeting for team members to become familiar with.

4. Once the leader has successfully communicated the introductory details and structure of the meeting, they will stop and debrief with their team members about their performance using the questions provided.

To begin the activity...the leader will communicate the following to their team members...

- Introducing themselves and their role
- Sharing the collaboration subject
- Sharing the goal/objective of the meeting
- Sharing the purpose of the team
- Setting the ground rules
- Establishing roles/responsibilities of team
- Establishing how decisions will be made

Debrief Directions: Team members will respond to the following questions and share their Feed-forward with the leader who facilitated.

Debrief questions:-What worked and went well with the facilitation?

- What didn't work and didn't go well with the facilitation?
- What could be improved?
- Any additional comments/suggestions/Feed-forward?

Feed-Forward

Feedback, which many people fall back on, is rooted in the negative because it represents looking back on mistakes and attempting to develop them from there. If mishandled, this can lead to lowered individual motivation to change and, in group settings like meetings, innovation and dialogue can be suppressed. Feed-forward changes the conversation by looking ahead. It positively influences the dialogue and encourages individuals to grow.

5 actionable ways you can begin applying...

1. Start with the Question

Arguably any leader's greatest strength is the questions they ask. Powerful inquiry opens the doorway for reflection, conversation, and development to begin. As a leader, applying the feed-forward approach, each question must be constructed with a focus on the future, and it should include ideas related to what the individual can do, and how they can develop. What can I do better next time? What is the best way to achieve this in the future?

2. Forward Influenced Conversation

As leaders, if we engage with others to think about the future and what can be done to prepare for it, then our conversation must also reflect this philosophy as well. Put simply, the dialogue between leaders and others should consistently integrate future thinking. Rather than stating "Here's what you did..." the message can be phrased as "Next time, you can..." A simple tweak in how the message is communicated can make all the difference between dwelling in the past or look towards the future.

3. Dialogue and Co-Create Rather than Sell and Tell

There's a fundamental difference in dictating and dialoguing in an interaction, and the difference is easy to recognize. Feeling patronized is experienced when we are being talked at; the conversation is a one-way trip with little room for questions. Dialoguing differs by framing the conversation as a two-way conversation; the other side can participate, ask questions and speak. By creating equality in the conversation with equal airtime, feed-forward further encourages the spark for the individual to change. Using this approach may phrase questions as "Help me understand..." Or "Would you mind..."

4. Active Listening

How we organize our messages and communicate them is just as powerful as how we listen. At the core, feed-forward is about weaving the developing individual's mind, thoughts, and focus on what they can do. As dialogue is formed, active listening is critical here (pun intended). It presents an opportunity for the individual coaching to confirm that they are engaged with the other side. If needed, it also works as a method to clarify and adjust the conversation; ensuring all parties are on the same page.

Where hearing occurs when one regurgitates verbatim what was said, active listening plays back what was said through the individual's authentic style. Phrases that support these situations can be "What I'm hearing you say is...", "Thank you sharing that, my understanding is that...", or "Would you clarify..."

5. Use "And" Rather Than "But"

And... after actively listening and mirroring back your understanding, be sure to use the words "and", rather than "but." Saying the word, "but" negates your last statement. Imagine you were just told, "You are a great physician, BUT you need to think about the bigger picture." Change that to "You are a really great physician AND I invite you to think about the future of your work." Sounds different, right? Now you can be both a great physician AND consider other ways of thinking.

Activity: "From Collaboration Killers to Collaboration Contributors"

Purpose: Leaders will practice addressing the 3 different kinds of collaboration killers in order to effectively change their behavior into collaboration contributors.

Goals:

Leaders will address the 3 different kinds of collaboration killers accordingly

Leaders will effectively diffuse collaboration killer tactics

Directions:

1. Leaders will begin by forming groups of 3-6 (depending on the number of people available), where there will be 1 Leader facilitating the collaboration session, and between 3-6 team members as contributors.
2. The leader will randomly assign three people as collaboration killers, and give them a piece of paper with their specific role on it.
3. The leader will take 2-3 minutes to read their scenario, while each person playing a collaboration killer role will take 2-3 minutes to read their role.

Leader Directions:

Scenario: You will be hosting a collaboration meeting today to address the low customer service ratings recently found, and the lack of leads generated from a sales campaign.

Purpose of meeting: The purpose of the collaboration meeting is to brainstorm and come up with solutions to improve customer satisfaction, and increase the number of leads generated for sales.

Background: The sales campaign was an important initiative that didn't go as planned. As a result of low customer service ratings and the small number of leads generated, you've been assigned to find a solution to fix the problem.

Your role: Your job is to address the low customer satisfaction ratings and a low number of leads generated by brainstorming ways to increase leads generated and customer satisfaction ratings. You know that some of your team members are frustrated because they know what went wrong and who was responsible.

Directions:

1. To begin the activity...

Pose the questions on the flipchart...

I will increase customer satisfaction after our low ratings by...

I will generate more leads for the sales campaign by...

Then you and your team members will brainstorm for 10-15 minutes, writing down your team members' ideas and suggestions.

3. As you facilitate, be sure to...

- Address any collaboration killers accordingly
- Brainstorm efficiently by asking specific questions
- Encourage everyone to participate and share their ideas
- Make sure there is equal airtime for everyone to speak
- Ensure respect is given to leaders and team members
- Effectively refocus the brainstorm if derailed

3. After the brainstorm session is completed, you will debrief with the questions provided.

- After Scenario #1 is completed, you will switch roles with another leader and begin Scenario #2.
- After Scenario #2 you will debrief, you will switch roles with another leader, and begin Scenario #3.
- After Scenario #3 you will debrief and conclude the activity.

Collaboration Killer Directions:

Role #1: Steamroller

Steamrollers: people who hijack a team discussion. They proceed with their ideas in a single-minded manner without pausing to include others or yielding to objections, questions, or comments.

Role: You will play a Steamroller. Your attitude will be arrogant, and you think you have all the answers and believe others don't know what they're talking about.

After the leader poses the questions to the group about how to solve the problems of low customer satisfaction ratings and low lead generation, you will begin to share your opinions in a single-minded manner, without stopping to pause and let others speak.

-You will share your opinion about the quality of customers the company targets, and you insist that the company should target a different customer base so satisfaction ratings will change.

-You will also comment on what the other team members say without pausing to include them, your focus is to monopolize the discussion without providing any real solutions.

Conflict: When the leader addresses your behavior, you will continue to reiterate your points and not accept their comments or directives. After the leader addresses your behavior for the 2nd time, you will listen to their directive and only cooperate if they've effectively handled the situation.

If not you will continue to hijack the discussion. The leader will need to respond to the steamroller accordingly until the situation is defused.

Debrief Directions: Team members will respond to the following questions, and provide the leader with constructive Feed-forward.

Debrief questions (3-5 minutes):

What worked well?

What could be done better?

Comments/suggestions?

Role #2: Alpha Bully

Alpha Bullies: people who make a habit of intimidating or marginalizing colleagues. They show little respect for others in the group.

Role: You will play the role of Alpha Bully. Your attitude will be impatient and frustrated at your team members. Your role is to marginalize an employee and point out their recent failed performance on a customer campaign to increase sales leads.

-You will interrupt the leader and team members while they're talking and will call out the employee who failed to generate leads for the customer campaign, and isolate their shortcomings, specifically project management.

-You will comment that because of their failed lead generation, the other team members weren't able to effectively complete their activities. So they contributed to the failure of the campaign.

Conflict: When the leader addresses your behavior you will disregard their directives and continue to keep commenting on the shortcomings of the employee, and how the situation went wrong.

After the leader addresses your behavior for the 2nd time, you will listen to their directive and only cooperate if they've effectively handled the situation.

If not you will continue to intimidate your colleague who failed. The leader will respond to the alpha bully accordingly until they defuse the situation.

Debrief Directions: Team members will respond to the following questions, and provide the leader with constructive Feed-forward.

Debrief questions (3-5 minutes):

What worked and went well?

What could be improved next time?

Comments/advice/suggestions?

Role #3: Slacker

Slackers: people who sit back and let other people do the difficult work of debating ideas, options, and solutions. They have little to add because either they are disengaged, or they have not done the requisite preparation.

Role: You will play the Slacker. Your attitude will be indifferent because you're about to go on vacation soon, so your mind isn't really focused on team participation. Your body language will be closed off with your arms crossed, and slightly facing away from the group.

Your job is to not contribute anything of value while letting the leader and other members brainstorm solutions. You will not share your thoughts unless directly asked. When the leader asks you to contribute and share your thoughts and suggestions, you will reply "Everyone already said what I was going to say."

Conflict: When the leader encourages you to contribute again, you will share a very vague answer, and say "I don't know". If the leader has effectively handled your behavior and encouraged you to contribute, you will listen to their directive and share a more thoughtful answer. If not → you will continue to be indifferent, closed off, and not contribute.

Debrief Directions: Team members will respond to the following questions, and provide the leader with constructive Feed-forward.

Debrief questions (3-5 minutes):

What worked and went well?

What didn't work and didn't go well?

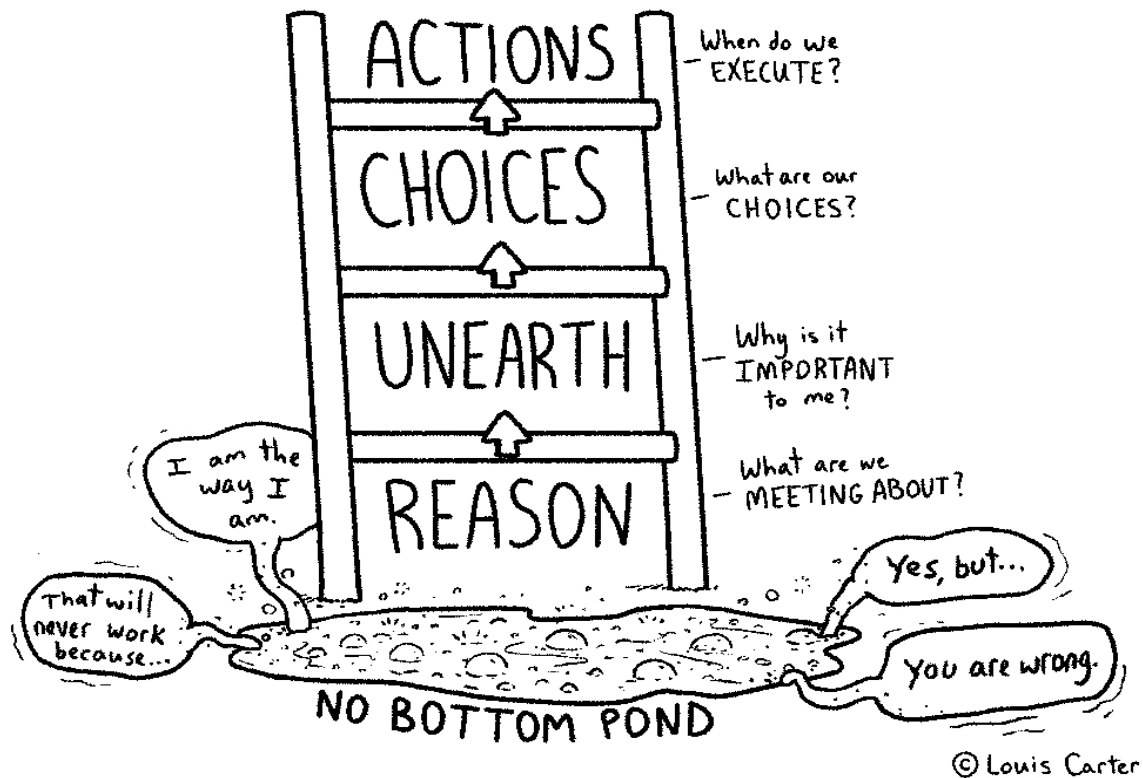
What could be improved?

Comments/suggestions?

Best Practice: "Ladder of Connection"

The Ladder of Connection explains how to actively have a conversation that comes to a conclusion and executes in collaboration. Using the ladder of connection will ensure that your team understands the reason for the meeting, the importance of the meeting, choices available, and the timeline to take action.

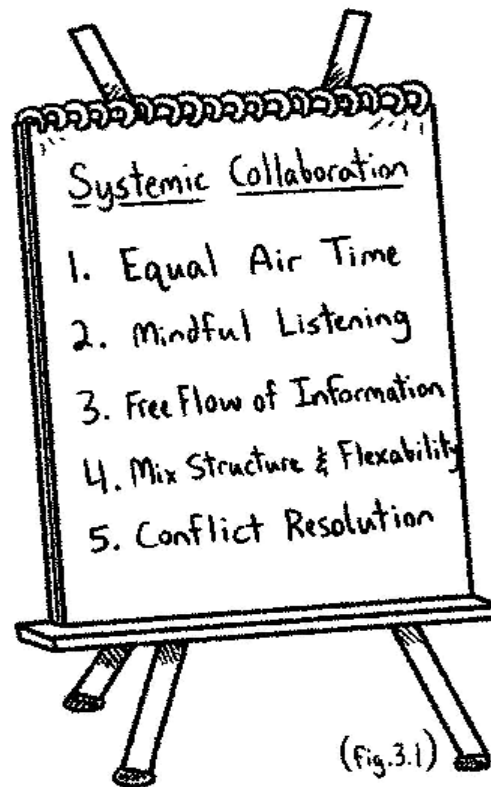
The Ladder of Connection



Direction: Use the following 4 questions in your collaboration meeting to have a conversation that comes to a conclusion, so you can execute and move forward. Begin by explaining the questions from the bottom up.

1. **Reason**-What are we meeting about? → Explain the reason for the meeting.
2. **Unearth**-Why is it important to me? → Explain why it's important to each team member.
3. **Choices**-What are our choices? → Explain the choices and possibilities available and have your team discuss other choices as well.
4. **Actions**-Decide to execute and place a timeframe around it - When do we execute? → Explain what actions need to be taken and when they need to be taken.

Additional Collaboration Steps:



1. Make equal airtime management a priority: Model open, inclusive behavior and make collaboration more about ideas and implementation and less about grandstanding and deferring to job title.

2. Use an icebreaker

Ice Breaker Activities:

-Ask an open-ended question that everyone can answer.

-Respectfully call on people who don't volunteer, thereby demonstrating that you are genuinely interested in their perspective.

-Plan opportunities to socialize and get to know each other to increase camaraderie.

3. Ensure a balance of team roles

Team Role Types...

Challenger-Challengers question an existing thought or idea. They may say things like, “What brings you to that conclusion?”

Supporter- Supporters agree, lend their credibility, and thus give the idea more staying power. They also provide a “vote” for a person’s idea.

Mirror-Mirrors restate what they think they have heard until the individual stating the idea agrees with the Mirrors’ interpretation.

Mover-Movers take the thinking of the group to the next practical level—it is where execution occurs.

Activity: “Identifying Team Roles”

Purpose: Leaders will reflect upon their collaboration team and identify the team role archetypes each member serves, in order to better understand their team dynamic.

Context: By identifying what role each of the leaders and members of your team plays, you can better apply their strengths and abilities in the workplace. A leader needs to know their team members in order to effectively lead them towards emotional connectedness and killer achievement.

Directions:

1. Reflect on the team members in your collaboration team, and identify the team role archetypes each member serves as. Below each team member, include why they fit the archetype, and how their strengths and abilities can be best applied in the workplace.
2. Once you identify how they can best be applied, make a plan of action and share your findings with each team member.

Team Role Types...

Challenger-Challengers question an existing thought or idea. They may say things like, “What brings you to that conclusion?”

Supporter- Supporters agree, lend their credibility, and thus give the idea more staying power. They also provide a “vote” for a person’s idea.

Mirror- Mirrors restate what they think they have heard until the individual stating the idea agrees with the Mirrors’ interpretation.

Mover- Movers take the thinking of the group to the next practical level—it is where execution occurs.

Team Members List:

Name: _____

Role: _____

WHY? _____

How can you best apply their strengths and abilities in the workplace?

“I can best apply their strengths and abilities in the workplace by...”

Name: _____

Role: _____

WHY? _____

How can you best apply their strengths and abilities in the workplace?

"I can best apply their strengths and abilities in the workplace by..."

Name: _____

Role: _____

WHY? _____

How can you best apply their strengths and abilities in the workplace?

"I can best apply their strengths and abilities in the workplace by..."

4. Mindful listening

- Take a listening tour-Meet people, make decisions based on what you've heard
- Defer judgment
- Reflect on your own feelings and reactions as they occur-What is driving your emotions? Set them aside with the intention of mindful listening
- Practice Empathy

5. Free Flow of information

- Incentivize information sharing (non-monetary methods: respect, recognition, leadership)
- Work across functions-Use cross-functional knowledge to encourage knowledge sharing-various types of expertise to swap diverse perspectives.
- Focus on the magic middle
- Extend the openness to the outside

6. Mix of structure & flexibility

- Combine freedom and focus
- Use the power of people
- Build accountability into collaboration

7. Conflict resolution

- Don't skip steps
- Neutralize the negative
- Get beyond consensus

2 | Positive Future



What is a Positive Future?

We define the positive future element of In Great Company broadly, as having a forward-facing outlook, a powerful vision for the future, and a capacity for innovative execution. In my study, I found that people feel Most Loved when an organization has a specific vision for success; processes and a philosophy that set people up to contribute; and the opportunity to play a role in meaningful progress and positive transformation.

Context: The building blocks of positive future – positive future outlook, progress, and innovation – help create and sustain engagement in the workplace. While they each make up important parts of this element of EC, the first of the three, positive future outlook, has the deepest roots in academic work as a subset of the vibrant positive psychology movement.

In general, a positive future creates cohesiveness and social connection. By delivering upbeat emotions and happiness, it changes our brain chemistry, making us feel safe, supported, and able to push for progress in the workplace.

What are the barriers to a positive future?

Barriers to Positive Future:

1. Systemic or individual negativity (micromanagement, rigid systems)

Worst Practice Example:

Systemic negativity can manifest naturally based on how an organization is organized. Traditional companies tend to rely on strict hierarchy, for instance. With this, perks such as promotions, prestige, and pay increases are commensurate with one's position on the corporate ladder. Unless managed with vigilance, the result can be dysfunctional behavior including blame games, information hoarding, and passing the buck.

A similarly negative potential by-product of hierarchy gone wrong is fiefdoms that form based on corporate politics. In a number of organizations where I've consulted, for example, employees felt obligated, based on their reporting structure, to align with specific executives over the mission of the organization. The results were an environment where loyalty directed at leaders was rewarded over results and a situation where people told executives what they wanted to hear as opposed to what they really believed to be true.

2. Wrongdoing:

Wrongdoing includes people who infect the workplace by sharing negative comments.

Worst Practice Example:

The other source of negativity in organizations is individual malfeasance. In some cases, hangers-on are allowed to remain and infect others with their vocal discontent. Whether you call them “loafers,” “lifers,” or just “habitual underperformers,” when people fail to pull their weight or worse, intentionally drag others down to their level, engagement and morale suffer.

Regardless of the source, systemic and individual negativity can cripple an organization and make it impossible to recruit and retain high-performing individuals. The antidote to both systemic and individual negativity is to implement a set of carefully cultivated best practices, mentioned below, that create emotional connectedness and help create and sustain a positive future.

Steps to Creating a Positive Future:



1. Leverage Passion

- Let purpose drive passion

Turn passion into products:

- Listen to employees and take their suggestions seriously, empower people to pitch their plans and side projects.
- Offer financial rewards for the best new ideas, give employees a venue to express and pursue their ideas.

Let passion pivot

- Passion pivot- Let team members pursue their passion and give them the option to pivot if the project is not working, empower them to experiment, then encourage them to correct course quickly.
- Turn negatives into positives
- Passion needs to extend beyond the product development team to middle management, line staff, customer service, C suite.

Look for passionate persuaders

- Hire passionate people to help sustain a culture of positivity
- Use assessments and interview questions to identify people who would be passionate about their work.

Put passion in its place

- Put passion into place-Put passion into its place by directing it appropriately.
- Questions to direct passion appropriately-Is passion aligned with the business?
Are you solving a problem that matters to customers? Is this sustainable?

2. Turn Change into a positive

Turn change into a positive

- Accept change, view change in a positive light, build change into the positive vision of the future.
- Change management-Reframe change as an opportunity, as opposed to a threat, and use it as an advantage for leaders.

Neutralize the pain of change

- Celebrate the successes of old norms before moving onto the new normal.
- Pause to acknowledge accomplishments and recognize success.

Get positive with the “deviants” (4D)

- Define the problem and what the outcomes of a successful program to address it would look like.
- Determine if there are individuals with the community who already exhibit the desired behavior.
- Discover their uncommon practices/strategies that enable the positive deviants to succeed when their neighbors do not.
- Design an intervention enabling others in the community to access and practice the positive deviant behaviors.

Offer more ways to change

- Label negative emotions. Verbalizing and naming negative feelings allows people to move forward feeling positive.

Activity “Resistance to Change to Restoring Cooperation”

Purpose: Leaders will practice neutralizing the pain of change and communicating a positive future to increase team member’s willingness to change and levels of positivity.

Context: Change can often be met with resistance. Although the initial response to change is resistance, it is the responsibility of the leader to ease their team member’s resistance towards change. This is accomplished through communicating the positive future and vision that the company/organization has in store for team members, and sharing how it benefits them.

An essential aspect of handling resistance to change is neutralizing the pain of change by turning change into a positive. By turning change into a positive, the leader is effectively able to motivate their team members towards change, and better ease their transition into change.

Goals:

- Clearly communicate the organizational-wide changes to their team members
- Communicate the positive future and how the workplace changes will benefit them
- Neutralize the pain of change

Directions:

- 1. Leaders will split into triad groups, where 1 person is the leader and 3 people will be the team members.**
- 2. Leaders will take 5 minutes to read their scenario and directions, and brainstorm their approach to hosting the meeting with their team members. Team members will take 5 minutes to read their specific directions and prepare for their role.**
- 3. After 5 minutes have passed, the leader will begin the activity by hosting the meeting (8-10 minutes) and accomplishing their meeting goals.**
- 4. After the leader has finished hosting the team meeting, they will debrief with their team members using the questions provided.**
- 5. The leader will then switch roles with a team member so they are the new leader, The new leader will repeat the same exercise and then debrief to conclude.**

Leader Directions:

Your job is to host a meeting with your team members to communicate the new changes your company/organization is implementing. You will be informing them that they will need to receive training on the new software system being implemented in the workplace.

Scenario: There are big company-wide changes being made that will affect the workplace activities you and your team members are a part of. You and your team members will be using a new software platform to communicate and track workplace activities. As a result, software representatives will be coming to train you and your team members in the next week.

Background: The reason for the change is because your company has partnered with a new technology startup company to sponsor their software. By partnering with the startup company and using their software, it will make your team communication and tracking efforts easier.

However...with this new software system, there is a steep learning curve, so your team members will need to receive extensive training. You don't know how your team members will respond to these changes but you'll need to announce them.

The switchover to the new software system will happen next week, which will require you and your team members to receive training before then. You know that your team members have important projects to complete in addition to needing to receive the new training, so you're expecting some resistance.

Goals:

- Host a meeting to announce the new software system changes taking place
- Turn change into a positive by communicating the positive future that will occur as a result of these changes (inspire & motivate)

- Neutralize the pain of change by celebrating the success of the old communication and tracking system
- Share the benefits of changes
- Share how the change will make workplace activities better
- Answer any questions your team members have and respond to comments

Team Member Directions:

Team Member #1:

Your team leader is hosting a meeting today to announce some new company-wide changes happening. You're unsure of the changes and don't know what to expect.

Your role: You will be frustrated with the new changes and need special accommodations to receive the training.

Attitude: Your attitude is impatient and frustrated because you have major projects you're working on that are due soon, and the meeting is taking up your valuable time.

When the leader informs you of these changes you will ask...

"Why are these changes happening now? I thought the old system was working well"

When the leader informs you of the training date, you will express...

"The training date is inconvenient for me because it falls on a day where I am working on a major project due the next day"

In response, you ask → "Is there another day I could receive the training on?"

In response to your Feed-forward, → the leader will need to effectively respond to your comments. If they don't effectively address your comments/questions, then you will

continue to be impatient and frustrated until they neutralize the pain of change and offer a positive future that you can accept and adapt to.

Team Member #2:

Your team leader is hosting a meeting today to announce some new company-wide changes happening. You're unsure of the changes and don't know what to expect.

Your role: You will be hesitant towards the new changes, and see them as a potential risk. You remain nostalgic and stuck on using the old system instead.

Attitude: Your attitude is negative and resistant because you have major projects you're working on that are due soon, and the meeting is taking up your valuable time.

When the leader informs you of these changes you will express...

"I don't see how switching to a new software system will make our jobs easier, it will just be more difficult tech skills to learn."

When the leader informs you of the training, you will express...

"This is a change that will complicate things more because we'll have to transfer all our files over to a new system"

"Trying this new software at this point sounds like a risk because it could negatively affect communication and tracking"

"I've been successful with communicating and tracking with the old system, I don't see the need for a new system"

In response to your Feed-forward, → the leader will need to effectively respond to your comments. If they don't effectively address your comments/questions, then you will continue to be hesitant and resistant until they neutralize the pain of change and offer a positive future that you can accept and adapt to.

Team Member #3:

Your team leader is hosting a meeting today to announce some new company-wide changes happening. You're unsure of the changes and don't know what to expect.

Your role: You will be accepting and welcoming of the new changes. You will offer assistance to the leader as you see fit.

Attitude: Your attitude is passionate and excited because you enjoy receiving new software training, and you'll be able to work in a different manner that's more dynamic.

When the leader informs you of these changes, you express...

"I'm ready for a new change and way to communicate better if it means things will be easier in the future"

When your team member shares their views on the software switch, you express...

"I may be able to help you with the adjustment" and "I could help you with troubleshooting"

In response to your Feed-forward, → the leader will need to effectively respond to your team members' comments. If they don't effectively address their comments/questions, then you will continue to play a supportive role.

Debrief Directions: Team members will respond to the following questions, and provide the leader with constructive Feed-forward.

Debrief questions (5-10 minutes):

What worked?

What could you do better?

How did the leader neutralize the pain of change?

How did the leader communicate the positive future?

What more could the leader do to assist their team members?

Comments/suggestions?

3. Create space to innovate

Stay future-focused

- Look to the years ahead
- Practice Futuristic thinking- use expansive thinking with “unlimited possibilities”
- Provide strategic thinking training- to help with brainstorming
- Have a big picture focus (think beyond the current moment to the future)

Put the risk in perspective

- Take calculated risks-Take bold moves, try new things, determine what works, learn, move forward.

Make innovation for everyone

- Practice Inclusion-where more ideas and different perspectives receive an audience.
- Create competitions to have people step forward with innovative ideas, content. Select winners and give rewards.
- Start a Hackathon-Structure challenge for team members to solve a specific problem or build out on an idea.

Be ambidextrous

- Pursue innovation on multiple levels simultaneously. Separate new/exploratory units from traditional/exploitive ones, allowing for different processes, structures, and cultures.

4. Keep workplace practices positive

Organizational culture

- Create transparent values, be intentional/ongoing, and follow-through.

Leadership

- Leaders should model positive behavior, optimism, empathy, enthusiasm, and inspiration.

Communication

- Authentic leaders and cultures create TRUST
- Leaders need to speak the truth and do as they say

Create a climate of optimism

- Evoke optimism through your own tone of voice, enthusiasm, and mindset. Stay anchored in your optimistic mindset.
- Make employees know they matter and are making a positive contribution to the organization
- Develop the strengths of individuals
- Provide resources, encouragement, and coaching
- Feed-forward-offer and receive Feed-forward. Use pulse surveys, mobile apps, and new tools for 360-degree reviews.

Feed Forward Principles:

- Focus on maximizing and developing strengths in the future, instead of cataloging past weaknesses
- Use what you know about “what went wrong in the past” to describe “how to be great in the future”
- Don’t rank people with numbers or categorize or label them as good or bad based on past behavior.
- Elevate people with coaching, don’t lecture to them.
- Be specific, focus on meaningful future behavior. Don’t provide a meaningless information dump.
- Include multiple data points over time-not Feed-forward from a single manager.
- Use the feedforward approach as part of everyday management. Don’t save advice for annual discussion that is tied to compensation.
- Instead of providing negative or positive Feed-forward, focus on providing future-oriented options and solutions.

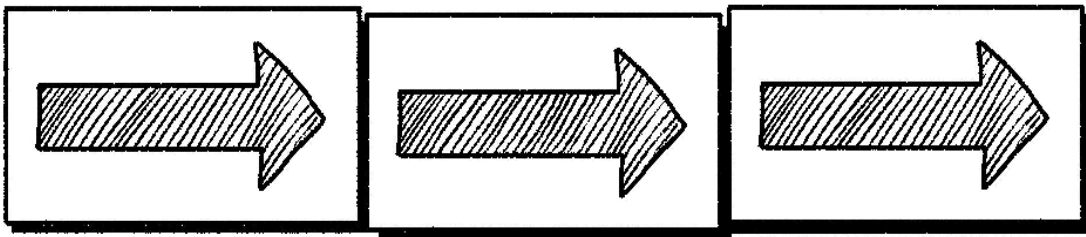
Start with yes

- Say “Yes, and...” Saying “and” after “yes” gives the opportunity to address your request and needs for your yes.

3 | Alignment Of Values



Alignment of Values



What is Alignment of Values?

Alignment of values is often viewed as subjective and intangible, which makes it even more important to agree on a concrete definition. In my work, I view it as the condition whereby an organization's core beliefs or values are wholly embraced and implemented by employees and leaders.

Alignment of values is a potent state of being that keeps people connected and encourages them to perform at their best.

Context: Alignment of values informs a company's culture, exemplifies their reason for being, drives decision-making, and establishes a common framework for how the organization and its employees can grow together and move forward into the future.

What's more, values alignment emerged in our study as a basic requirement for creating a workplace where employees feel like they are In Great Company.

When people buy into a common belief system within their company, and the bond proves to be sustained and authentic, it establishes genuine trust, and employees are able to find more meaning in their work.

What makes great companies endure over time and be successful?

Alignment of values is part of what makes Starbucks successful—and the same can be said for every other great company that endures over time. They cocreate core values that resonate with employees, and emotionally competent leaders actively embody these values, building them into the core of the business and creating the In Great Company dynamic. Memorable, meaningful values that employees believe in are the heartbeat of every great company, and without them, there is no foundational identity upon which to thrive and grow.

What the data confirms...

In fact, based on all that I see every day in my work with organizations, companies seem to fall short on this tough task. And the research concurs. According to Gallup, only 27 percent of employees believe in their company values. The same study found that there is commonly a gap between a company's desired culture and the culture employees actually experience. The effect is inconsistent decision-making and a disengaged workforce.

What are the barriers to an alignment of values?

Barrier #1: Fast pace of change

Unlike when Johnson & Johnson was established, today companies can be founded fast with a particular business objective, only to evolve quickly and become something

altogether different. Changing to respond to opportunities as they arise is part of the start-up ethos. Pivots are a means of survival for early-stage ventures, but these shifts in mission can make it more difficult to remain consistent and live by one set of core values.

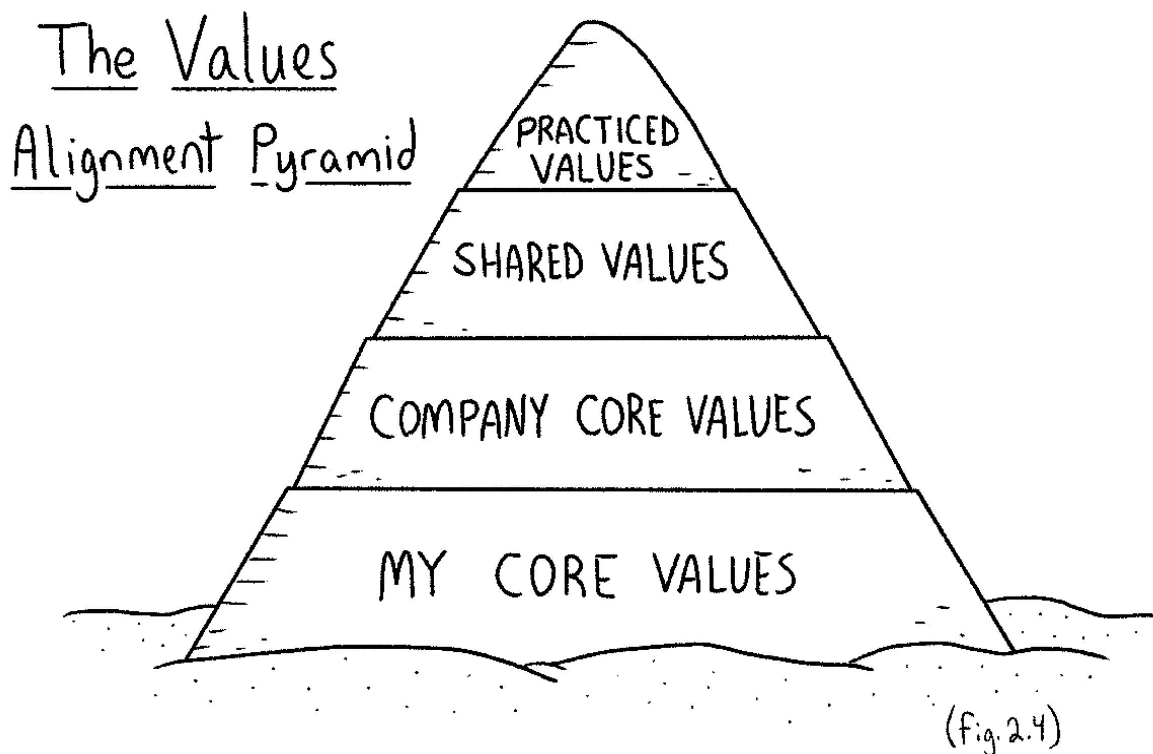
Barrier #2: Short-term thinking

Similar to fast change, a second barrier to values alignment is short-term thinking. When organizations and executives bow to unrealistic pressure to perform, making decisions based purely on current quarterly earnings over sustainable objectives, enduring values are often brushed aside or forgotten.

Barrier #3: Lack of executive sponsorship and support

Low bandwidth leads well-intentioned leaders and mid-level managers to give short shifts to this important driver of emotional connectedness. Many organizations take the time to craft values statements, but they fail to do the more difficult job of creating a culture that respects and lives by the ideals they set forth. This barrier becomes higher as organizations grow and values become diluted by size and scale and accountability breaks down. The consequence? When an organization touts a set of core values and then fails to live into them, the fallout is amplified.

What are the kinds of values that are important to the Most Loved Leader?



ALIGNMENT OF VALUES:

“Alignment of values informs a company’s culture, exemplifies their reason for being, drives decision-making, and establishes a common framework for how the organization and its employees can grow together and move forward into the future”

Activity: “Brainstorming Values”

Purpose: To have leaders and team members co-create values together in a brainstorming session, in order to better achieve an alignment of values between the individual and company/organization.

Materials Needed: Values cards (optional), values list, whiteboard, poster paper, markers

Goals:

- Communicate the current company/organizational values & briefly describe them
- Describe the positive future and direction that the company/organization is moving towards
- Co-create new values that reflect the positive future and direction with their team members
- Create a values statement

Context: It's the leader's responsibility to share the company/organizational vision with their team members. A great way to build a Most Loved workplace is to have the leader co-create a new set of values with their team members who align with the larger vision. The vision determines the values. Embodying and living by the values will allow the company/organization to achieve their ideal vision, to create an employee and customer experience that is positive. This whole process begins with the brainstorming of values.

Leader Directions:

Scenario: You are meeting with your team today to brainstorm new values. Recently your company has been carrying out its activities but hasn't been aligning with the values as much as expected. You're meeting with your team members to discuss and co-create the new values that will be implemented to benefit both the employees and the workplace.

Purpose: The purpose of the meeting is to discuss and brainstorm new values that will reflect the positive future of the company/organization as a whole. This will be an interactive brainstorming activity where each team member will need to participate.

1. It will take between 8-10 minutes to fill in the blanks below to prepare for the brainstorming session.
2. Once finished, you will host a brainstorming session for 10-15 min, being sure to complete the goals above.

3. Once the session is completed, you and your team members will debrief using the questions provided below.

Brainstorm Session Preparation (8-10min)

Directions: Fill in the blanks below to prepare for your brainstorming session.

1. **Communicate the current company/organizational values & briefly describe them**

What are the current values of the company/organization?

____/____/____/____/____

What does each value mean?

____→

____→

____→

____→

____→

2. **Describe the positive future and direction that the company/organization is moving towards**

What positive future does the company/organization want to create?

The positive future looks like...

What direction does the company/organization want to go in?

The company/organization wants to...begin to/create/start/offer/provide...

What's the ideal experience and environment the organization/company wants to create for its employees and clients?

It would look like our employees doing/being/having/receiving...

It would look like our clients doing/being/having/receiving...

3. Facilitate a 10-15 min brainstorming session where you and team members co-create new values that reflect the positive future and direction of the company/organization.

What to say:

Communicate how the organization/company is looking for new values to be created that reflect the ideal positive future and direction.

"We're looking to develop new values so we can be/give..."

"We'd like to create these new values with you so you are a part of the positive future..."

Questions to pose during brainstorm:

What values do we need to live by to create the ideal experience for our employees and clients?

What values do we need to live by to create the ideal vision?

What emotions do we want our employees and clients to feel?

What does the company organization stand for?

What are the keywords that we want our company/organization to be associated with?

What words are specific to our company organization culture?

Determining Values:

In order to get to the ideal experience for our employees and clients we need to follow the values of _____(new values)

Once you determine the new values, briefly write descriptions for them as a group.

Value:_____ → _____(description)

Value:_____ → _____(description)

Value:_____ → _____(description)

Value:_____ → _____(description)

Value:_____ → _____(description)

4. Create a values statement

Directions:

1. Based on the responses your team members provided, fill in the blanks below and create a values statement.

What's the positive future and direction?

The ideal experience is...

What emotions do we want our employees and clients to feel?

We want our employees and clients to feel...

ex. "With great courage, integrity, and love..."

What does the company/organization stand for?

The company/organization stands for...

What are the keywords that we want our company/organization to be associated with?

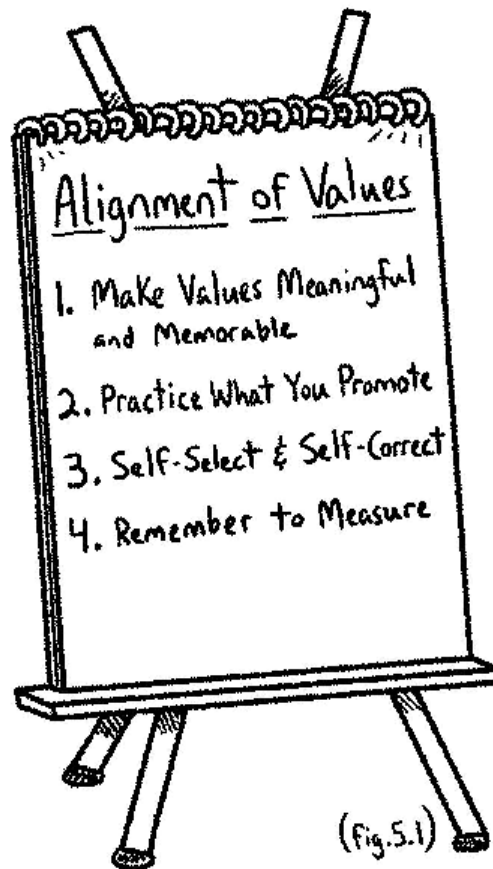
What words are specific to our company/organizational culture?

Values Statement Templates:

“In order to create the positive future for our employees of _____(positive future) we will live by the values of _____(new values) in order to make our employees feel _____(emotions) and make our clients feel _____(emotions) and give our clients _____(keywords)”

“Our company organization stands for _____(stands for statement) so we will live by our values of _____(new values) so our employees feel and receive _____(emotions) and our clients feel/receive _____(emotions) in order to create a future where our employees and clients are/receive _____(positive future/direction)”

Steps to Practicing an Alignment of Values



1. Make values meaningful and memorable

- Get existential-Why are we here? What makes us special? Why should we (employees, customers, stakeholders) bother? Go larger purpose.
- Be aspirational-Use aspirational phrases to challenge employees to strive to be better and perform better. Use words that are engaging, relatable, active.
- Cocreate core values-Have employees create core values, include people in the process.
- Think broadly about audience-Values should be appropriate and speak to employees and customers in a language that they can immediately understand.

2. Practice what you promote (consistency)

- Over-communicate your values-*Informal coaching, community volunteering, mindset shift to reflect values ex) glass half full*
- Live by the values you promote-*Everyday behavior and big picture decision should reflect core values*
- Act with empathy and compassion-*Act on deeper ideas (empathy, connection, compassion) and include them in core values*
- Lead by example-*Leaders set examples by how they communicate and embody values.*

3. Self-select and self-correct

Phases of Hiring to Influence Values Fit:

- Recruiting-*Recruiters are clear in written materials designed to attract talent*
- Interviewing-*Assessing values fit*
- Onboarding-*Teach/train employees about core values, state values in offer letter, 6 month anniversary., etc.*
- Prepare candidates to self select-*Give job candidates clear guidance on corporate values to help them decide for themselves if it's a good fit.*
- Screen for values-*Screen values preferences (HR software to assess candidates thinking and compatibility on core values). Monitor how candidates interact with each other through a group interview-perform challenges/scenarios.*
- Ask about specific situations-*Ask candidates to tell a story or describe a specific situation in their past jobs that illustrate an affinity for the values you are promoting. Present a situation in which relevant values come into play and ask how they would react.*

- Consider the level or function of an employee-Take the job level function into account to understand where values intersect with an individual's everyday work. Make sure there's an alignment of values at all levels.

4. Remember to measure

- Remember to measure accountability (performance management systems)
- Qualitative expectations
- Track core values alignment
- Keep top management accountable-develop performance measurement systems that keep people accountable from the top down.
- Create the business case-How do you get executives who are driven by production and profit targets to tie performance measures to values? By making the business case.
- Remember to track the how-Leaders need to measure accomplishments over a period of time, but also HOW it was achieved. Measure relationships with customers, employees, or vendors. Measure and manage core values.
- Use partnerships to keep you, accountable-Make customers and vendors, a part of your values agenda, which will more likely hold the corporate entity accountable for delivering on promises. Share values with customers and vendors so you're more likely to hold yourself accountable.

5. Embrace common values and everyone holds each other equally accountable.

- Embrace common values
- Hold each other accountable

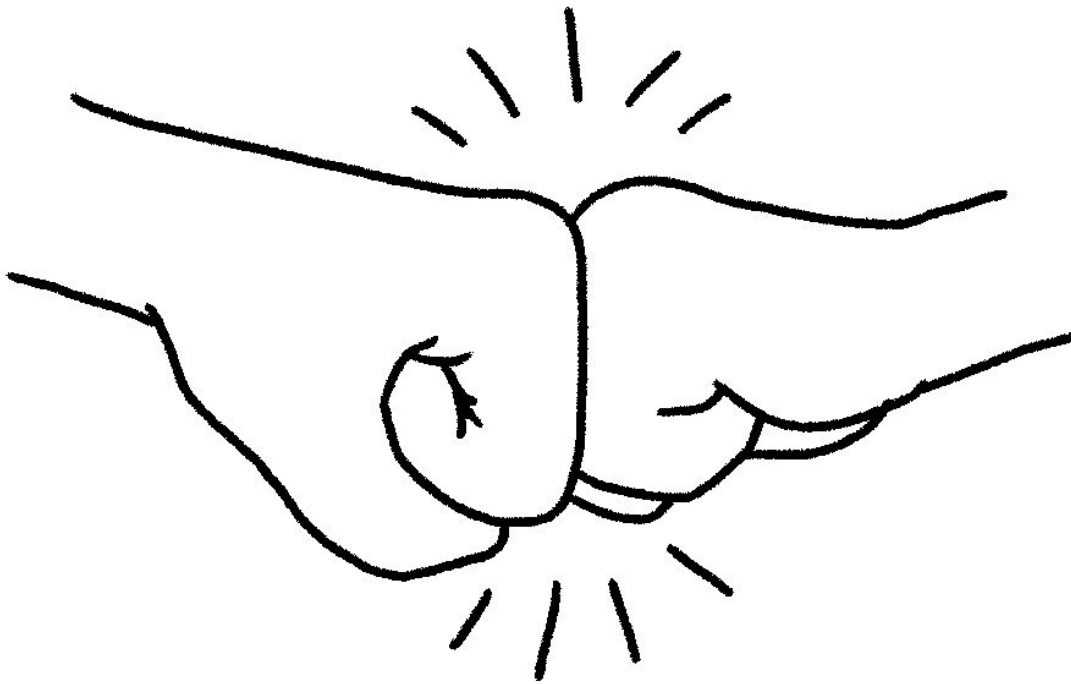
Granular practices:

- Do what you say you are going to do
- Speak truth instead of avoidance
- Live the values and ethics the company espouses.

4 | Respect



Respect



What is Respect?

Respect connects us to each other and helps us work together better to achieve more.

In the abstract, employees want to work in an environment where they feel appreciated, trusted and listened to—a workplace that is fair, inclusive, and supportive. As part of that, respect can be defined as consideration for self and of others.

Context: Of the five main elements of emotional connectedness that make up the In Great Company approach, respect in many ways is the linchpin that connects all the rest.

Creating a culture of respect includes setting rules, speaking up, and setting an example that inspires engagement, empathy, and inclusion.

In action, respect can be seen in things like delivering on promises, walking the talk, and treating people as you would like to be treated. For some, that means the boss keeps them in the loop, gives them credit for their accomplishments, and doesn't micromanage. For others, it means working on a team with people who don't take their effort and expertise for granted. Still, others think of respect as a high level of civility running across the organization consistently.

What the data confirms...

In fact, the respondents in my study reported that they are far more willing to put in extra effort (four times more likely) when they feel genuine respect in the workplace. My follow-up interviews revealed that people assign significant intrinsic value to respect and view it as a form of social capital. Respect is the quality that people want most. In short, it changes the game.

A number of supporting research findings corroborate my conviction that respect is the number 1 reason people love their workplace.

What are the barriers to respect?

Respect is something we either choose to give or withhold. The reason it is such a difficult issue is not that organizations are so complex but because people themselves are. From my experience, the issue of respect usually boils down to one of two dimensions: Difference or Dysfunction.

Barrier #1: Difference

Differences based on mindset, culture, and content can drive a wedge between people or cause individuals to act in ways that others find offensive, insulting, or disrespectful.

Worst Practice Example:

The first—difference—is not something that we can or should “solve.” The accelerating pace of change and technology speeds up interactions and introduces new situations into the mix among diverse cultures and demographics. Differences in mindset, for instance, can create a dynamic whereby two people looking at the same situation reach opposite conclusions.

The point is when you put opposing personalities together at work, differences in style and thinking lead to conflicts and potentially to a lack of respect that is either real or perceived. What is important when dealing with people’s differences is acknowledging the range of diversity and not excusing bad or abusive behavior based on nuances in style or mindset.

Barrier #2: Dysfunction

This term may refer to a toxic work environment where people act out, shout, intimidate, or belittle each other or take advantage of other abusive power plays.

Worst Practice Example:

This type of bad behavior decimates trust, demoralizes teams, and leads to widespread burnout. Of the toxic behavior that is most insidious, bullying takes the cake because it remains in the shadows, and it disproportionately affects minority workers. What’s more, it can come from anywhere— bullying bosses are just as common as despicable or disrespecting colleagues.

Workplace bullying is abusive behavior that creates an intimidating or humiliating working environment with the purpose or effect of harming others' dignity, safety, and well-being. It can be a power play or any similar dynamic where the "stronger" person preys on someone physically or emotionally weaker, or it can be a group that outnumbers a minority of individuals.

Activity: "Setting Rules for Respect"

Purpose: Leaders will practice communicating and co-creating ground rules with their team members in order to build greater respect in the workplace.

Context: Rules are the boundaries and accountability measures that prevent dysfunction and disrespect. Establishing ground rules before meetings and in the workplace, in general, is necessary in order to reduce and/or eliminate disrespect between team members. Rules represent the boundaries within an environment that dictate what will and will not be allowed or tolerated. By setting such boundaries, employees can feel more supported, respected, and empowered.

Creating rules for respect in the workplace is an essential measure every leader should take in order to create a Most Loved workplace. Co-creating rules with team members themselves in a joint process make for an even more empowered and Most Lovedness workplace. This is so because all team members have provided their input and personal Feed-forward in the development of the team dynamic.

Goals:

- Co-create ground rules with team members
- Create accountability measures for rules
- Present ground rules in the workplace

Purpose: The purpose is to have the leader facilitate a meeting where team members co-create ground rules, in order to promote mutual respect and foster a Most Loved workplace.

Leader Preparation:

Directions: The leader will create a list of 3-5 non-negotiable rules below.

(*leader will include these rules with co-created list)

Non-Negotiable Rules (3-5):

Rule: _____

Rule: _____

Rule: _____

Rule: _____

Rule: _____

Leader Directions:

1. You will facilitate a 10-15 minute brainstorming session where you and your team members will co-create the ground rules used for meetings.
2. For each rule category, you will pose the following questions with your team members. Team members will participate by sharing their suggestions for ground rules.

(*Leaders will incorporate their non-negotiable rules with co-created rules)

Rule categories to use for brainstorm:

Communication-What rules do we want to have for communication?

How will the leader and team members be held accountable?

Environment-What rules do we want to have for navigating the environment and behaving with others?

Decision-making process-What rules do we want to have for making decisions? How will our group make decisions?

Criticism/Feed-forward-What rules do we want to have for providing constructive criticism? What are the rules for giving Feed-forward?

Differences/Viewpoints-What rules do we want to have for respecting each others' differences, backgrounds, and perspectives?

Inclusion-What rules do we want to have for inclusion and making others feel accepted?

Conflict resolution-What rules do we want to have for resolving conflicts?

Fairness-What rules do we want to have to make sure others are treated equally and fairly?

Acceptance-What rules do we want to have about what we will not accept?

Expectations-What rules do we want to have about team member expectations? What expectations will we have for team members?

Other-_____

Accountability Measures:

What accountability measures will be used to ensure rules are followed?

ex) call-out, email, face-to-face, accountability partner

Leaders and team members will stay accountable by...

Method:

Method:

Method:

Ground Rules List:

Directions: The leader will write the rules below and include a brief description of the rule.

Co-Created Rules:

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

Non-Negotiable Rules:

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

Rule: _____

Description: _____

How to Present Ground Rules in Workspace:

- Use poster paper to post the rules list on the walls of the meeting space/workplace
- Include the rules list on meeting agendas and share them before meetings to remind team members
- Keep the rules list visible in the workspace through boards, flyers, wall art, etc.

Best Practice: "Accountability Partner"

Having an accountability partner is an essential best practice for becoming a better Most Loved Leader. Accountability partners must decide on where they meet, how they meet, and when they will.

Here is the process you can use to find an accountability partner and meet with them...

1. Find a compatible partner: Be sure to find a person you're comfortable working with. They should be as driven and/or disciplined as you are. As a rule of thumb, your partner should be someone you respect, and someone who you will make the effort not to disappoint.

Make sure you and your partner want to work on similar things by aligning your goals. Maybe it's somebody in your field, in which case you can share business leads and contacts. Or maybe it's just someone with whom you share similar values or have a common worldview.

2. Consider an app

The apps *Strides* app is a great tool to use for streamlining the accountability process. They score their behaviors every day on the apps, on a scale of one to 10, and send each other screenshots at the end of the week, along with connecting once a week over the phone. The apps make it easier to track how you're doing.³

1. Get Most Loved through a SPARK conversation

To have a SPARK conversation with your accountability partner, discuss the 5 elements of SPARK, and ask each other questions from each element below. Be sure to practice active listening and really focus your undivided attention on your partner.

Systemic Collaboration-Discuss your process and goals for how to improve systemic collaboration with your team.

“How do you plan on improving systemic collaboration with your team?”

³ <https://www.inc.com/fiona-macaulay/this-strategy-costs-absolutely-nothing-will-help-you-get-better-at-almost-anything.html>

Positive Future-Discuss your process and goals for how to improve and communicate the positive future with your team.

“How do you plan to communicate a positive future with your team?”

Alignment of Values-Discuss your process and goals for how to improve your team’s alignment of values.

“How do you plan on improving your team’s alignment of values?”

Respect-Discuss your process and goals for how to improve respect within your team or workplace.

“How do you plan on improving respect within your team or workplace?”

Killer Achievement-Discuss your process and goals for how to increase killer achievement within your team?

“How do you plan on increasing killer achievement within your team or workplace?”

2. Contribute by sharing advice: After listening to your partner’s goals from your SPARK conversation, give them objective advice that aligns with their own goals. Be sure to give advice from a place of empathy, positive intention, and respect.

3. Ask for advice

Based on the goals you’ve shared with your accountability partner, ask them for advice.

“Do you have any advice for how I can achieve _____?”

“How would you approach the situation?”

“Do you have any suggestions for how I can _____?”

4. Think about the advice: Reflect on the advice your partner has given you, and how you can potentially apply it to your professional life. Think of situations or scenarios in which you could apply their advice, and visualize the potential outcome it could have.

“How can I apply their advice in my professional life?”

5. Thank your partner: Thank your partner for their honesty, advice, and their support.

“Thank you so much for being honest and open with me, while offering your support. I really appreciate it.”

6. Respond: After your partner gives you advice, respond to them by sharing how you could and/or will apply their advice in your professional life.

7. Decide on changing: Once you’ve thought about the advice you’ve received and how you can apply it, make the decision and commit to change. Start small by trying out one step at a time and evaluating the result.

What went well and worked?

What didn’t work?

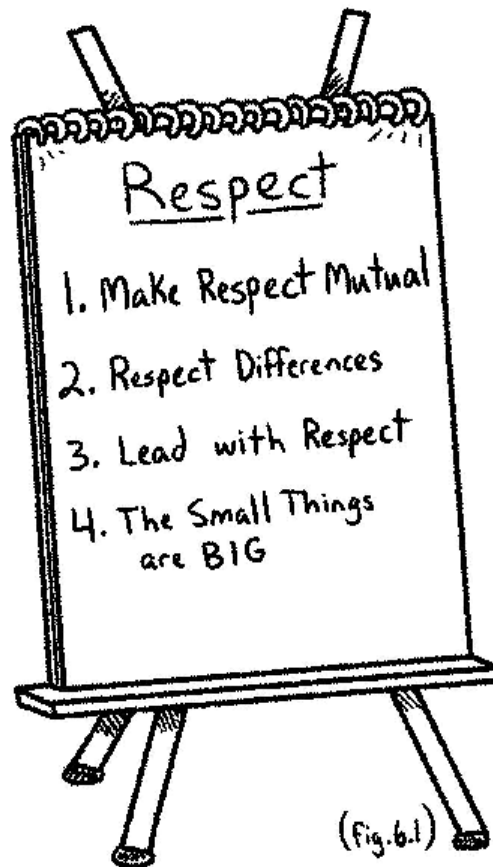
What could be improved next time?

8. Follow-up continuously with periodic frequency

After you’ve met with your partner and have tried or applied their advice, check in with them to let them know how things went. Follow up with your partner on a weekly, bi-weekly, or monthly basis. Remember to continue to schedule check-in meetings to discuss goals as well. Ask your partner how their goal progress is going.

“How is your progress towards your goals?”

Steps to Build Respect in the Workplace:



1. Make respect mutual: Mutual respect needs to be intentionally orchestrated, purposefully managed, and sustained through consistent actions and enforcement of cultural norms. Make respect a part of your values (respect and listen to people).

- **Pass the trust test:** Each leader, team member, and individual needs to be believable, dependable, focused on common goals. There should be no gaps between what people say and what they do.
- **Empower people to work in ways they want to:** Put people in the right roles so they'll know how to best do their job with tight oversight.

- **Create a workplace that provides the resources/information people need to succeed**
- **Take relationships seriously**
- **Create a culture of civility:** Model civility from the top down. Treat people with respect and it will trickle down. Use 360 degree Feed-forward to hold people at all levels accountable.
- **Put fairness first:** Reward people justly for their accomplishments, treat them well when leaving/laid off, keep an open mind and withhold blame when something goes wrong, give them airtime when a decision will affect them, hold everyone accountable for the same rules, and reward people equally.
- **Put processes in place to ensure everyone is treated similarly and justly with transparent due process:** What are milestones for promotion? How many months severance do people receive? What's the family leave policy?

2. Respect differences

Inclusion is about trust, civility, and fairness all rolled into one.

- **Dig deeper with data:** Have a process in place to measure and monitor inclusion is a cornerstone of success. Measure representation on teams, in roles, and around the leadership table.
- **View inclusion broadly:** Governing norms and workplace environments needs to be such that people feel safe and able to participate and be themselves. People need to feel free to disagree and even dissent (honest dissent and truth-telling).
- **Make inclusion mission-critical:** Make inclusion a core value, build inclusion into all parts of an organization's culture to commerce.

3. Lead with respect

- ❑ **Practice self-awareness:** Some leaders are slightly disconnected from reality, and don't realize how others perceive their behavior. Practice honest self-reflection. Utilize executive coaching, 360-degree Feed-forward, and leadership assessments. Ask people you trust to tell you the truth about how you are perceived-listen by them.
- **Book Recommendation:** Emotional Intelligence by Daniel Goleman
- **Communicate your respect:** make eye contact, thank your team members, remember their names, reach out to them directly with concerns.

4. The small things are big

- **Use small gestures to show respect and gratitude:** Emails, bday cards, anniversary messages, handwritten notes
- **Go heavy on gratitude:** Say thank you. Practice appreciation. Make stated policies to thank people after labor (intensive projects or accomplishments), use in values.
- **Consider the human experience:** Empathize by acknowledging what people deal with in personal lives outside work. Listen without judging. Put yourself in their shoes. Express interest, make a caring remark, offer an idea, share a similar story of your own. Help make it easy for employees to manage work schedule in a flexible way (choose shifts to accommodate appointments, sick days, breaks, etc.)

5 | Killer Achievement



What is Killer Achievement?

Killer achievement happens when CEOs and companies create support systems, cultures, and structures that set people up to succeed. With this, they become so Most Loved with

colleagues and customers that success becomes sustainable, self-reinforcing, and almost a force all its own.

Context: Achievement is actually a set of behaviors and reciprocal dynamics, not a single event or a moment in time. In other words, joy is in the journey.

The idea of enabling achievement came up over and over again in my research. It turns out that working toward a common goal brings people together. Most of us are happier when clear goals and accountability markers are put into place, and we are surrounded by like-minded achievers.

People crave uninterrupted progress, and they want to dedicate themselves to a larger purpose. Even more, they want organizations to eliminate systemic and practical barriers to achievement so they can feel fulfilled and be their best to help drive success.

Many of us have been raised to believe that working hard to achieve our life's goals will deliver all the happiness we need. And it's true in a sense. But it's not any single achievement that keeps us satisfied over the long term. Instead, it's several different dynamics of achievement that come together to delight and engage us at work and in our lives.

What the data confirms...

Research shows that goal-setting positively affects employee engagement and individual performance. Even more, one study found that goal setting is part of a virtuous chain: goal setting in organizations positively affects employee engagement, employee engagement positively affects optimism, and optimism positively affects individual performance. What part of goal setting is particularly uplifting?

Envisioning a positive view of ourselves—aspersion is motivational. Yet, the key to connecting goal setting with engagement is the balance between creating stretch goals that inspire and motivate people while also keeping the goals realistic.

The second positive dynamic in achievement is progress. A study in the Journal of Happiness Studies showed that making progress toward our goals might just bring as much satisfaction as actually achieving them.

What are the barriers to killer achievement?

Barrier #1: Misalignment of Expectations

Worst Practice Example:

A lack of recognition in organizations creates a misalignment between what people think they deserve and what they receive. Cultures that fail to recognize hard work, lionize one job and marginalize another, or fail to properly align achievement with incentives, all lose their best people to disappointment and burnout. I call this the expectation/reward misalignment.

Barrier #2: Experience/Skills Misalignment

Worst Practice Example:

When industries shift due to emerging technologies and changing business models, it leaves large segments of their workforce without the skills they need to achieve. In industries like telecom, energy, and even manufacturing, trends such as digital and mobile technology, sustainability, and artificial intelligence are all changing faster than individual workers can retrain. This leaves companies with talent gaps and people with no way to perform up to their potential.

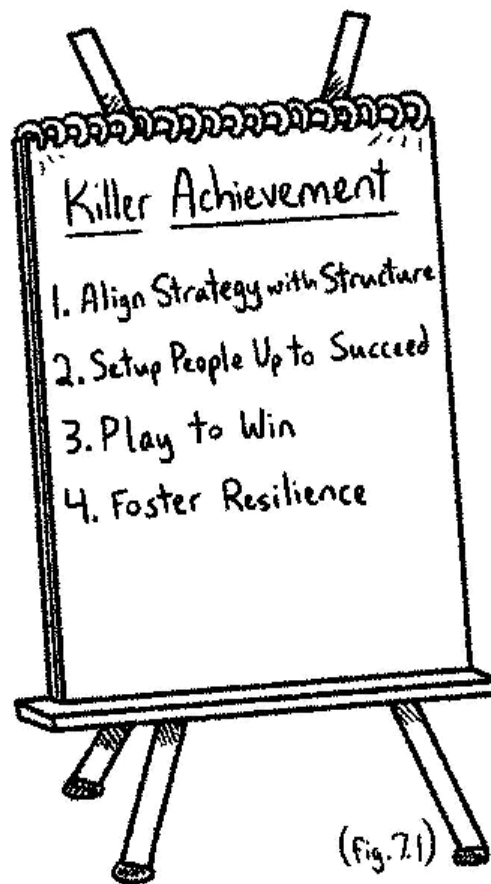
Barrier #3: Goals/Systems Misalignment

This occurs when goals are beyond reach due to any number of limitations ranging from resources and organizational structure to “head count.”

Worst Practice Example:

Although stretch goals have worked wonders for companies like Google, 3M, Apple, and Boeing, these organizations give individuals the resources, training, and creative latitude to achieve the seemingly impossible.¹⁴ In other cases, the unintended consequences of the goals/systems misalignment run the gamut from disengagement at the personal level, when people can't deliver, to risky behavior on an institutional scale.

Steps to Creating Killer Achievement:



Align Strategy with Structure:

- Balance focus and flexibility
- Communicate goals clearly
- See people free to achieve
- Channel Feed-forward for achievement

Create Critical Goals

- Create critical goals where extraneous minutia is eliminated

Create Outcomes

- Create outcomes for each other that are awesome/killer and make each other's lives/and the company better as a result of achieving them (Killer Outcomes)

Communicate Objectives

- Remove competing interests blocking success

Identify & Measure Important Elements

- Identify and measure the elements that are most important to the organization and allow easy options for executive coaching, leadership, and organization development.

Additional Steps to Accomplishing Killer Achievement:

Set people up to succeed

- Train continuously
- Make learning inclusive

Play to win

- Think big
- Be best or bust
- Have a way to win

Foster resilience

- Focus on strengths
- Fail forward
- Manage burnout

Activity: “Goal Getter Meeting”

Purpose: Leaders will practice communicating their team goals and objectives with their team members to promote killer achievement.

Goals:

- Communicate team goals clearly using passion and enthusiasm
- Communicate the larger vision or positive future
- Motivate and inspire team members
- Solicit Feed-forward
- Offer resources/support
- Encourage resilience/performance

Context: Killer achievement begins with the leader communicating to their team the organizational/company goals, vision, and positive future. An essential aspect of leadership and creating a Most Loved workplace is communicating and presenting the

vision in such a way that inspires, motivates, and encourages team members to perform at a higher level.

A Goal-Getter meeting sets the emotional and professional tone for the workplace activities that will be carried out in pursuit of killer achievement. Therefore, it's the responsibility of the leader to properly prepare by identifying the goals, vision, resources, and supports that will be shared with their team.

Hosting a Goal Getter meeting where the leader communicates goals, a vision, solicits Feed-forward, offers resources and support, and encourages resilience is essential for killer achievement. By the end of a Goal Getter meeting, team members should clearly know what their team goals are, and feel motivated and supported by their leader.

Leader Directions:

1. You will take 8-10 minutes to fill in the blanks below to prepare for the meeting with your team members.

Goals/Objectives-

What are the goals and objectives for the week, month, quarter, or year? (Pick a weekly, monthly, quarterly, or yearly goal)

Vision-

What is the vision or positive future for the next month, quarter, or year?

What do employees and clients have to look forward to?

Motivation/Inspiration-

What will motivate and inspire your team members?

What benefits will your team members receive by achieving those goals and objectives?

Feed-forward-

What kind of Feed-forward are you looking to receive from team members, when (frequency and dates), and in what setting (e.g., phone, in-person, skype/video chat)?

Ask your team members: "Do you have any suggestions for how we can better accomplish our goals and objectives?"

Resources/Support-

What resources and support will you provide for team members to be successful?

How will you provide resources/support to your team members?

Where can your team members go if they need resources and support?

Resilience/Performance-

How can you encourage your team members to be resilient?

What are some words of encouragement you can give about failing forward and being resilient?

How can you encourage team members to practice high performance?

4. Once finished, the leader will host a Goal Getter Meeting where they will...

- Communicate team goals clearly
- Communicate the larger vision or positive future
- Motivate and inspire team members
- Solicit Feed-forward
- Offer resources/support
- Encourage resilience/performance

Debrief Directions: Team members will share their responses and provide the leader with constructive Feed-forward.

Leader Debrief Feed-forward:

1. What did we do well?
2. What could we do better?

Team Member Debrief Feed-forward:

Did you clearly understand the goals?

Did you understand the vision/positive future? Is it one that you felt connected to and wanted to support, why or why not?

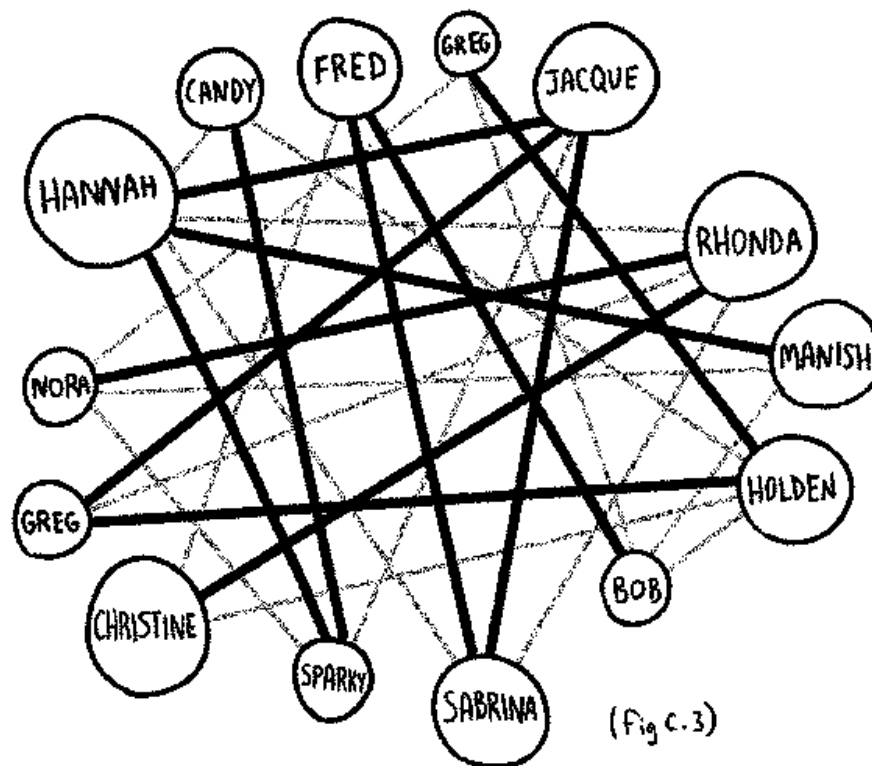
Did you feel inspired or motivated to achieve and perform better, why or why not?

Would you be likely to use the resources and support offered, why or why not?

Do you feel encouraged to perform at a higher level, why or why not? What would you need to hear or have in order to perform at a higher level?

Post-Workbook Assessment: "Connection Web"

Based on the exercises you've practiced in this workbook, complete the following post workbook assessment to gauge the emotional connectedness in your workplace.



Directions:

1. Draw a circle for each person in your team.
2. For each team member's circle, draw a line to the person you know and/or perceive they are connected to.

Reflection questions:

-How did the connectedness change from the pre-workbook assessment to the post-workbook assessment?

-What elements of SPARK do you believe had the greatest impact on the emotional connectedness in your workplace?

-Did the connections increase, or decrease?

-What differences do you notice from the pre-assessment to the post-assessment?