What is a Responsibility-Based Culture?

"The #1 competitive advantage for the 'organizations of tomorrow' is investing in a human system that creates a NEW KIND OF TEAM in which people are motivated from <u>within</u>. These organizations have developed a RESPONSIBILITY-BASED culture."

– **Judy Ryan,** CEO Lifework Systems

A RESPONSIBILITY-BASED culture is one where you have buy-in from everyone at EVERY LEVEL. Only then do your people show up STRONG. Everyone works together collaboratively, embracing a common mission. The environment is supportive and inclusive, so work gets done quickly and efficiently. Your organization THRIVES and you see rewards everywhere. Other firms provide a one-time training session or campaign.

<div align="center">

LifeWork Systems IS DIFFERENT…

</div>

We instill <u>into every person</u> common professional behavior for extraordinary cohesion and results. **LifeWork Systems** is a pioneer in applying behavioral sciences to corporations and institutions by implementing scalable, diverse, and sustainable "Human System" platforms that have successfully created POWERFUL, responsibility-based behaving, with profound and mission-aligned outcomes.

Story of the 8th Grader: Developing Leadership and Task Ownership

A story can get across a lot of concepts all at once. Here are some key points:

- I asked him: Do you want peace? What did he say? He wanted peace. For whom? For his school and with his teacher too. Why is this important to do first?

- He was willing to be curious because compassion was present.

- He was willing to change his ideas and behavior.

- He shifted from feeling like a victim to feeling empowered and being responsible.

- He realized his part and that he could change his part. (Task ownership)

- He was willing to use his power in a different, constructive way.

- The whole room learned a new way to consider challenges.

- Others rose to support, became responsible and wanted to help without a big crisis.

- We can take any noble tool and use it destructively (e.g. peace pledge on top of a control model)

- Everyone was participating in the negative human dynamic (we put all parties in the same boat)

- S.L.A.M. Say less ask more.

- These are skills we rarely develop because we are too committed to blaming and analyzing rather than considering the system is likely *not* set up for mutual win/win.

- When one person becomes more responsible, others gain awareness and become willing to increase responsibility.

Just *Some* 21st Century Challenges

Complexity

- Enterprise Agile
- Artificial Intelligence
- Digital Transformation
- Globalization
- Internet of all Things (IOT)
- Gig Projects

Diversity

- Age/Gender
- Inter-Generational Divides
- Politics
- Race
- Religion
- Sexual Orientation

People

- 71% Disengagement
- Lack of Emotional Intelligence
- Low Leader/Follower Agility
- Low Cross-Functional Teaming
- Neuro-Diversity
- Low Morale

Innovation

- Only 22 Fortune 500 in businesses since 1955
- Artificial Intelligence
- Robotics
- Bio-Technology
- Wearable AR

Poor Behavior

- Under-Performance
- Low or Broken Trust
- Gossip and Conflict
- Arguing and Win/Lose
- Low Morale
- Internal and External

Stress

- Illness
- Absenteeism
- Low Quality of Life
- Rising Health Costs
- Addiction
- Anxiety and Depression

What Kinds of Challenges Do You Experience?

1. Look at each section above. Do you have concerns or challenges in any of these areas shown? Are there any you do not see on these lists?

Gallup on Engagement and Disengagement

5 Steps to Disengagement

1. Start with enthusiasm
2. Question decision
3. Think about quitting
4. Try to change things
5. Quit

The Gallup Organization has really stepped up their research efforts in recent years, particularly in the areas of measuring excellence in relation to organizational culture and the conditions that lead to higher *engagement*. Their research has revealed three types of people:

Fully Engaged:

29% of US Workforce (generates $32K/year average)

People who are *Engaged* show consistent levels of high performance. They create more opportunities for self within their areas of expertise because they are committed to the tasks, their companies and to others.

Disengaged: **55% of US Workforce** (no loss/no gain revenue)

People who are *Disengaged* are non-risk takers and have a low commitment to their work and companies. They don't feel a sense of connection with their organization or their leaders and may become more focused on the activities involved in doing their jobs rather than the results achieved, doing just enough to keep their jobs.

Actively Disengaged: **16% of US Workforce** (cost $16K/year)

Actively Disengaged people are not just unhappy at work; they act out that unhappiness. It is difficult for them to become part of the solution because they thrive on being part of the problem. The above descriptions have been adapted from an interview of Curt Coffman, coauthor of Gallup's bestseller, *First Break All the Rules,* that was published in the Gallup Management Journal. He went on to say,

"If 55% of all U.S. workers are not engaged, and 16% are actively disengaged, then 71% of the Americans who go to work every day aren't engaged in their roles. So, American businesses are operating at one third their capacity. Think about that. What if only one third of a bank's branches opened each day? What if only one third of a manufacturing company's machines operated at capacity every day? The lost opportunity is obvious – but so is the opportunity for growth, if you can move your employees from the "not engaged" to the "engaged" category."

What Kinds of People Do You Want and Need?

1. What kinds of people do you want and need to overcome challenges and achieve goals?

2. What are your long-term goals for those you lead? (Outcomes)

3. What kind of leader do you want to be?

Inferiority Complex

Adler: a barrier to PSYCHOLOGICAL SAFETY
And HEALTHY HUMAN FUNCTIONING

INTERNAL STRUGGLES	EXTERNAL STRUGGLES
Addiction	Win/lose
Obesity	Righteousness
Anxiety	Greed
Illness	Coercion
Depression	Intimidation
Indebtedness	All Ism's
Stress	War
Disengagement	Estrangement
Over-medicated	Misbehavior

What is Psychological Safety?

Psychological safety is being able to show and employ one's self without fear of negative consequences of self-image, status or career. It can be defined as a shared belief that the team is safe for interpersonal risk taking. In psychologically safe teams, team members feel accepted and respected.

Wikipedia

"In general, only a child who feels safe dares to grow forward healthily. His safety needs must be gratified. He can't be pushed ahead, because the ungratified safety needs will remain forever underground, always calling for satisfaction.

Abraham Maslow, 1999

Questions

1. If inferiority complex causes all internal and external struggles, what benefits result from realizing this?

2. Consider external struggles. How does remembering the connection between inferiority complex and struggles help?

3. Recall a workplace or other setting in which you felt high psychological safety. What difference did it make?

4. Why is it important to make the connection between inferiority complex and workplace outcomes?

5. Do you believe people hide their inferiority feelings? If so, how do you know?

4 Core Needs - Adler: We are SOCIAL. We need healthy *belonging* and *significance to feel…*

- **Empowered** - I know I am influential, and my potency is welcome.
- **Lovable** - Who I am uniquely is delightful to others. I am recognized, appreciated, and enjoyed.
- **Connected** - I belong in the organization, and I experience community.
- **Contributing** - My special gifts and assets are important, wanted, needed, and received

1. Which is easiest to nurture and support in your work environment? Specifically how do you do this?

2. Which one is most challenging to cultivate and foster? Why?

3. What practices can be added to nurture the four core needs with:

   a. Yourself?

   b. Those you lead?

   c. Those who lead you?

   d. Your entire organization?

4. What practices can be removed to nurture the four core needs with:

   a. Yourself?

   b. Those you lead?

   c. Those you who lead you?

   d. Your entire organization?

Three Relationships to Manage
Answer all, then (suggestion; optional) discuss with partner.

#1 Relationship to Manage?

Self: Your own integrity, character, wisdom, knowledge, time, temperament, words, and acts, as well as taking care of yourself physically, mentally, emotionally and spiritually.

1.   What are affects you experience when you or others are not aware and managing SELF?

#2 Relationship to Manage?

Authority Figures: Bosses, Directors, Supervisors, Principals, Regulators, Customers, ad infinitum**.**

Without their consent or support, you cannot follow your convictions, exercise your judgment, or create an environment in which others can achieve.

1.   What are affects you experience when you or others do not have a good relationship with AUTHORITY?

#3 Relationship to Manage?

Peers: Co-workers, Competitors, Neighbors, Relatives, Customers and Suppliers.

Those over whom you have no power and who have no power over you, for they can make your life miserable and thwart your attempts to achieve, as well as those of your direct reports.

1.   What are affects you experience when you or others do not have good relationships with PEERS?

Managing Relationship with SELF

1. **My Care**: My health, my safety, my comfort.
2. **My Belongings**: My things - how and where they are.
3. **My Schedule**: My work, meetings, roles, responsibilities.
4. **My Performance**: If I work hard, slide by, or goof off
5. **My Relationships**:
   • Do I get along with others?
   • Am I good company?
   • Do I attract or repel others?
   • How do I respond to others?
6. **My Attitudes:** My beliefs, prejudices, pessimism, optimism, my deepest convictions. My happiness.
7. **My Emotions:** How I use them to manipulate, punish, and control others. I can learn to recognize, own, and admit to myself when I am mad, glad, sad or afraid

All **NEXT STEPS** below should be **SMART**

Areas to Manage: Name 1-2 above to improve AND 1 NEXT STEP. (Prepare to share at group session.)

Why and How to Manage: (Prepare to share at group session.)

What are some challenges you face managing a healthy relationship with your SELF?

1. What would your ideal life and work experience be if you had a healthy relationship with your SELF?

2. Do you have work/life balance?

3. Are you kind to yourself?

4. Is there more our organization can do to support your overall self-management?

5. How can others (including management) help you?

Managing Relationships with AUTHORITIES

1. **Straightforwardness**: Do I tell them what I want and expect?
2. **Honesty**: Am I ethical? Do I tell them the truth or misrepresent myself or conditions? Do I steal?
3. **Disclosure**: Do I share my ideas, needs, opinions and feelings?
4. **Receptivity**: Am I fully open to their feedback and ideas?
5. **Respect**: Do I honor and appreciate their leadership?
6. **Seeking Excellence**: Do I work to provide excellence for them and help them become successful?
7. **Following Through on Commitments**: Do I deliver on my commitments?
8. **Recognition**: Do I recognize their unique gifts, strengths and differences?

Values to Manage: Name 1-2 above to improve AND 1 NEXT STEP. (Prepare to share at group session.)

Why & How to Manage: (Prepare to share at group session.)

1. What are some challenges you face managing healthy relationships with AUTHORITY?

2. What would your ideal life experience be if you were successful in managing relationships with AUTHORITY?

3. Do you experience trust with AUTHORITY?

4. Are you honest and straightforward with AUTHORITY?

5. Do you have comfort communicating with AUTHORITY without diminishing yourself and your authenticity?

6. How can our organization better support you?

Managing Relationships with PEERS

1. **Straightforwardness**: Do I tell them what I want and expect?
2. **Honesty**: Am I ethical? Do I tell them the truth?
3. **Disclosure**: Do I share my ideas, needs and feelings?
4. **Receptivity**: Am I fully open to their feedback and ideas?
5. **Respect**: Do I honor and appreciate their leadership?
6. **Seeking Excellence**: Do I work to provide excellence for them?
7. **Following Through on Commitments**: Do I deliver on my commitments?
8. **Recognition**: Do I recognize their gifts and strengths?

Values to Manage: Name 1-2 above to improve AND 1 NEXT STEP. (Prepare to share at group session.)

Why & How to Manage: Answer the following. (Prepare to share at group session.)

1. What are some challenges you face managing healthy relationships with your PEERS?

2. What would your ideal life experience be if you were successful in managing relationships with PEERS?

3. Do you struggle with gossip?

4. Do you feel unable to build trust with some of your PEERS?

5. What are your greatest obstacles with PEERS?

6. How can our organization better support you?

Why we Gossip and What to do Instead?

Understandable reasons people gossip

- **Pseudo-*Power*** – it gives the illusion of doing something powerful
- ***To Feel Lovable*** - It's a way of feeling better about ourselves because the other person triggered self-doubt and insecurity, so we don't feel so lovable
- ***To Feel Intense Connection*** - It's a way we experience an intense positive connection
- ***To Feel Contributing*** – to compensate for what we're not giving, doing or saying
- ***To Feel Supported*** - *Don't we just need to vent sometimes?*

Alternative to Gossip: Create a Mind Trust

A mind trust is a process you adopt as part of your value system for personal responsibility and commitment to practicing emotional and social intelligence skills. Mind trust is a tool empowering the staff to create safety, and respect, while avoiding gossip.

1. "I commit to you I won't say bad things about you behind your back."

2. "If I have an issue with you, I'll come directly to you with it."

3. "I won't listen to anyone else say bad things about you."

4. "If anyone comes to me to complain about you, I'll direct them back to you."

Reflection Questions

Fill out your answers to the following questions. They will be discussed at your next *group* session.

1. *"I commit to you I won't say bad things about you behind your back."*

   Reflect on this 1st promise. Will you commit to this? With everyone?

   What or when might making this promise be challenging for you?

Fill out your answers to the following questions to share at group.

2. *"If I have an issue with you, I'll come directly to you with it."*

   Reflect on this 2nd promise. Will you commit to this? With everyone?

   What or when might making this promise be challenging for you?

3. *"I won't listen to anyone else say bad things about you."*

   Reflect on this 3rd promise. Will you commit to this? With everyone?

   What or when might making this promise be challenging for you?

4. *"If anyone comes to me to complain about you, I'll direct them back to you."*

   Reflect on this 4th promise. Will you commit to this? With everyone?

   What or when might making this promise be challenging for you?

Healthy Venting Process

Intention of Venting: To gain short-term relief of overwhelming feelings *so that* an individual can move toward authentic empowerment and resolution of issues.

Healthy Venting Process: Assuming we do need to vent, what's a healthy process to take venting to a positive outcome? (**Note**: Be sure to ask if the person you approach has the time to give you.)

1. ***Don't name names or specific incidents***. It should sound something like this: "A situation came up for me today, and I just need to talk about how I'm feeling so I can get clear about what I can and want to do about it." (A*sk the other person if he or she has time and energy to listen and help). "*Do you have time and energy to listen to me so I can come up with a plan?" (*End with a plan/steps.)* The listener makes it clear he or she is willing only if the person desires to resolve the issues.

2. ***Share YOUR feelings, doubts, fears and weaknesses***. It should sound something like, "I am so angry and hurt. I didn't handle this well. I'm afraid to tell this person how I feel or what I want because I worry they won't stay calm and won't listen or be open to what I have to say. I'm not sure I can handle that and I'm afraid I'll just make things worse."

3. ***Share your highest vision for what you want***. It should sound something like, "I can see I want to ask this person to either be on time or call me if they won't be, so I can find a back-up person for them." Offer what you'd like to see happen at the very best.

4. ***State next steps***. Come up with a plan for taking steps that are most likely to be successful. It may be, "I'm going to sit down with this person and make a request. I don't need to dredge up the past, but I do need to ask for what I want going forward." Brainstorm.

5. ***Practice/Role-play***. Ask your friend to let you practice and try out two or three ways to express what you want. Brainstorm. Ask your friend to give you feedback and suggestions.

6. ***Do something to shift the energy from venting and fear-related to being responsible***. Laugh out loud, do a Tarzan chest pound, say a prayer, do a jumping jack, hum a song or repeat a quote. For example, I might say "Gandhi's right! I can be the change I want." Thank the listener.

Note: When venting is handled in this way, no one is dragged down; you are not, the person you vented to is not, and the person you have the issue with is more likely to ultimately end up in a better relationship with you than they would otherwise.

It Just Got Real!

Name _____   **Date _____**

A-Ha Idea   **Challenge or Barrier**

Resources (how will you overcome challenges or barriers?)

Next Step   **Date of Completion**

_____

A-Ha Idea   **Challenge or Barrier**

Resources (how will you overcome challenges or barriers?)

Next Step   **Date of Completion**