

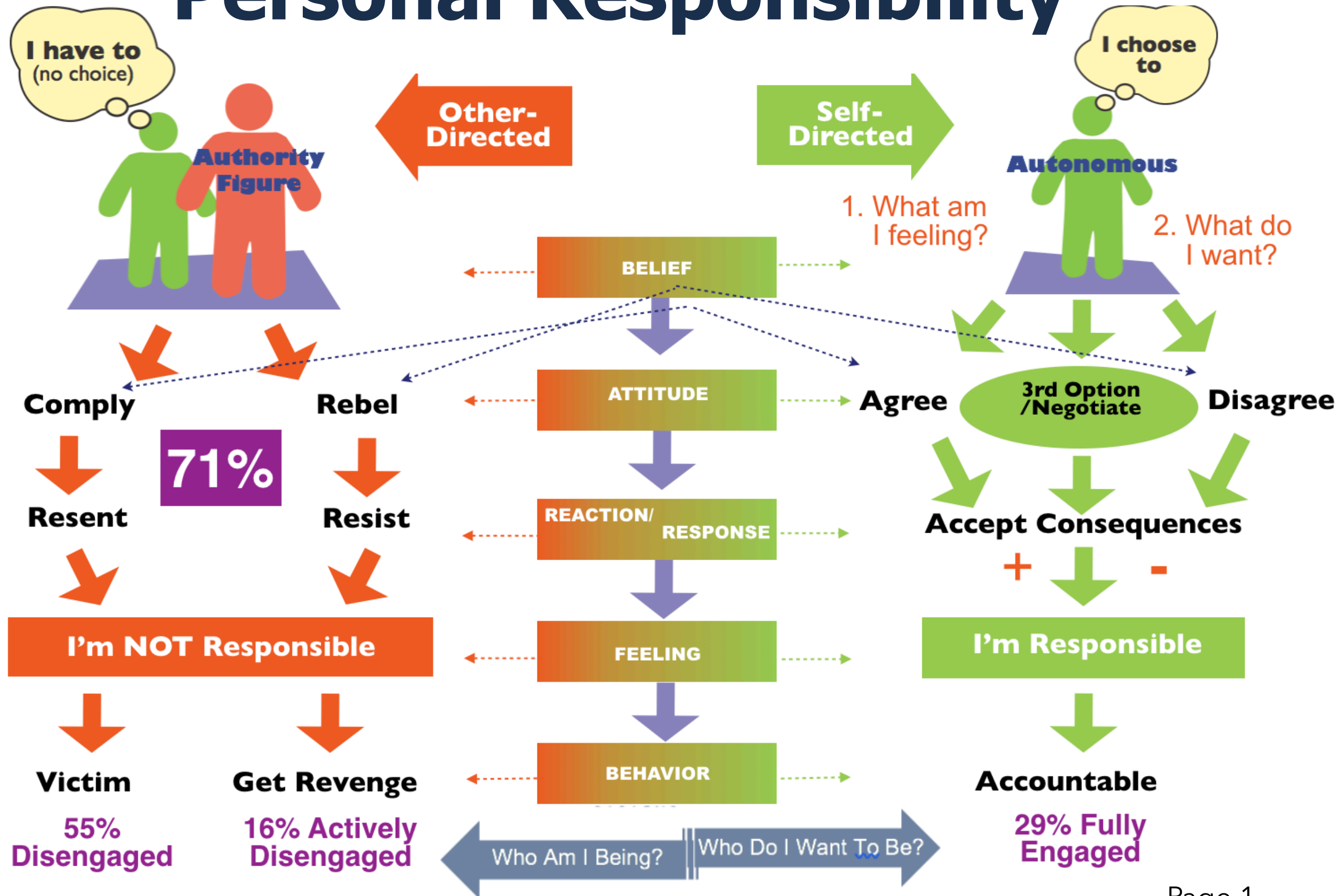


Reference Book of Primary LifeWork Systems Tools

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Personal Responsibility



When I Betray Me, I Betray You

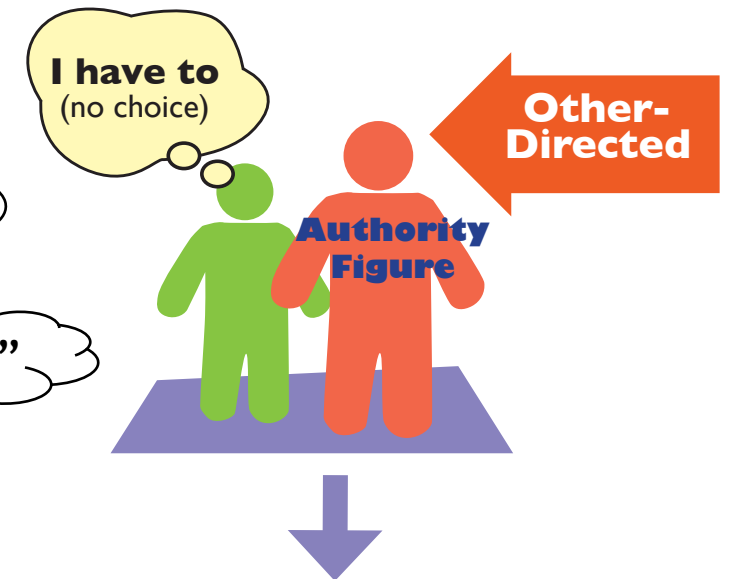
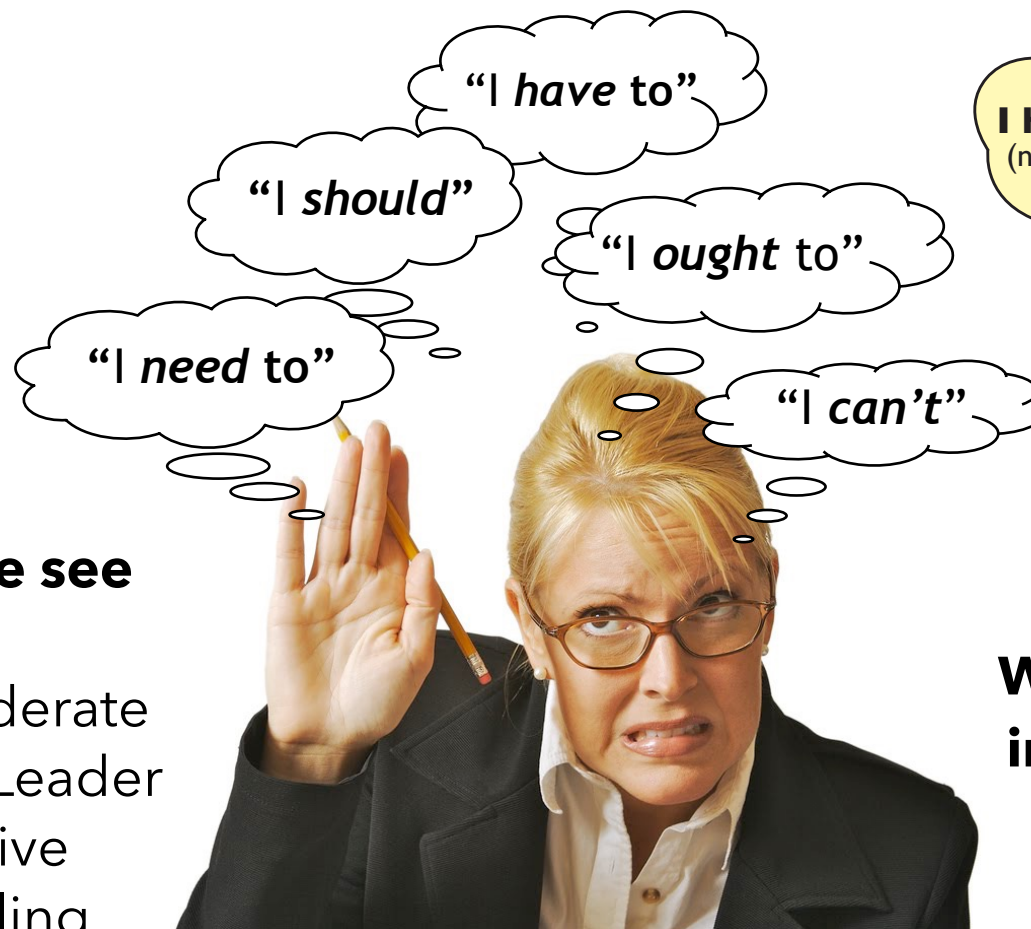
Self-Betrayal

How we see ourselves:

A Victim
Hard-working
Right/Good
Generous
Fair/Sensitive

How we see others:

Inconsiderate
A Poor Leader
Insensitive
Controlling
Unappreciative



**When I betray myself, I
inadvertently do harm**

I am Self-Deceived

I Inflate others' faults
I Inflate my virtues
I put on an ideal
image
I blame others
I'm angry and
resentful
I poison the well

Responsibility-Based Culture Model



4 Emotional Intelligence Competencies

1. Self-Awareness - I am aware

2. Self-Management - I am on top of all
There is for me to manage

Mentally, Spiritually, Financially, Physically, Emotionally

3. Social-Awareness - I have social interest;
I am mindful of what others feel and what I
cause others

4. Relationship-Management - I influence
And inspire trust and harmony

Reading the Politics, Teamwork, Leadership



3 Relationships to Manage as Leader

1. With **Self**: One's own integrity, character, wisdom, knowledge, time, temperament, words and acts, how to use your power wisely, and taking care of yourself physically, mentally, financially, emotionally and spiritually.
2. With **Authorities/Superiors**: *Bosses, Directors, Supervisors, Principals, Regulators, Customers, ad infinitum. Without their consent or support, you can't follow your convictions, exercise your judgment or create conditions aligned with your values, in which everyone can achieve.*
3. With **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.



My Yard



Their Yard



4 Control & 1 Responsibility Model

Culture	Quadrant 1 "Autocratic"	Quadrant 2 "Incentives"	Quadrant 3 "Measurements"	Quadrant 4 "Pamper/Spoil"	Shared Power Approach "Responsibility-Based"
Beliefs About People	You can't be Trusted	You are Selfish/Lazy	You are Undeserving	You Can't	You are GREAT! OR You want to be GREAT!
Management Approach How goals are set	MANAGE Use commands	MOTIVATE Dangle carrots	JUDGE Bestow	HOVER Enable	ALL ARE MENTORED Transfer responsibility
Accountability Approach	Do what I say	Do what I want	Please me	I give, you owe	Task ownership
Kinds of People You Cultivate How they behave	COMPLIANT Resent or rebel	COMPETITORS Selfish	CONFORMISTS People please	ENTITLED Underperform	SELF-MANAGING Fully engaged Accountable



Extrinsic
Motivation



Intrinsic
Motivation

4 Intrinsic Motivators

<p>#1 Sense of MEANINGFULNESS Leadership: <i>Inspiring</i></p> <ul style="list-style-type: none"> • How will I help this person with cynicism? • How will I help this person identify passions? • How will I help clarify specifics of his/her vision? • How will I help this person recognize the “purposes” or need for their role and tasks? • Are there “whole tasks” that would help this person feel their role in the organization matters? 	<p>#4 Sense of PROGRESS Leadership: <i>Scorekeeping/Cheering</i></p> <ul style="list-style-type: none"> • How will I make sure this person is well-supported by extended community for his/her needs? • How will I help this person identify milestones? • How will I help him/her to celebrate, savor success? • How will I give more contact with the community or extended organization to understand value? • How will I help this person measure improvement?
<p>#2 Sense of CHOICE Leadership: <i>Handing Off</i></p> <ul style="list-style-type: none"> • How will I delegate tasks to this person? • How will I set up ways to demonstrate trust? • How will I create greater awareness of safety, respect and support to encourage risk-taking? • How will I help this person identify/express the purpose for the choices they want to pursue? • How will I provide more information about the roles this person could or are taking? 	<p>#3 Sense of COMPETENCE Leadership: <i>Coaching</i></p> <ul style="list-style-type: none"> • How will I train this person or provide knowledge? • How will I provide feedback or support this person in evaluating his/her own ability level? • How will I recognize/acknowledge his/her skills? • How will I assess this person's level of challenge to make sure it's not too great or low? • How will I hold higher standards and expectations? (w/o comparisons or competition)

Disengagement



Actively Disengaged

16% of US workers

Costs: \$16K/each or \$256K/100



Disengaged

55% of US workers

Costs: \$0 loss or gain/each



Fully Engaged

29% of US workers

Gains: \$32K/each or \$928K/100

Putting at risk: \$1.3M per every 100 people!



4 Core Needs

We all want a sense of *belonging* and *significance* and need to **feel**...

Are You Encouraging Them?



Empowered - I know I am influential and my potency is welcome

Lovable - Who I am uniquely, is delightful to others. I am recognized, seen, appreciated and enjoyed



Connected - I belong in the organization; I experience community

Contributing - My special gifts and assets are important, wanted, needed and received.

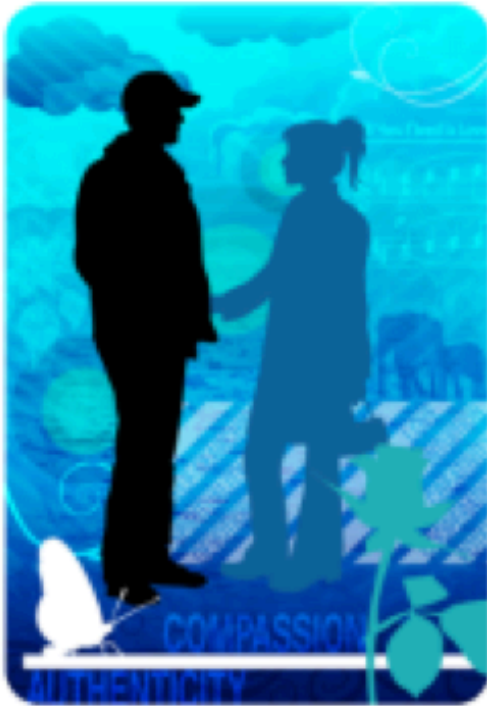
How can you eliminate anything that diminishes them and encourage anything that increases them?

8 Values That Build Trust

- 1. **Straightforwardness.** Being open and direct in expressing and communicating requests and expectations
- 2. **Honesty.** Being ethical. Not lying, stealing, or cheating
- 3. **Disclosure.** Communicating openly one's ideas, feelings and opinions without holding back
- 4. **Receptivity.** Giving other people's feelings, experiences, viewpoints, opinions, ideas and methods a fair hearing
- 5. **Respect.** People are valued as worthy, treated with dignity, and as people with wants and needs; not as objects
- 6. **Recognition.** People are appreciated for differences and contributions with acknowledgments and compliments
- 7. **Keeps Commitments.** People follow through on their responsibilities and what they say they will do
- 8. **Seeks Excellence.** Giving best effort; striving to be exceptional

You	Them

4 Ntrinsx Colors and Their Values



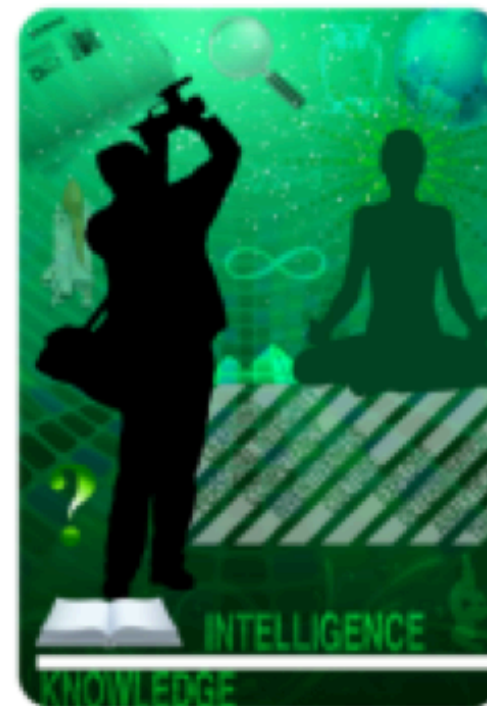
BLUE values

- Relationships
- Sincerity
- Optimism
- Harmony
- Sharing
- Loving



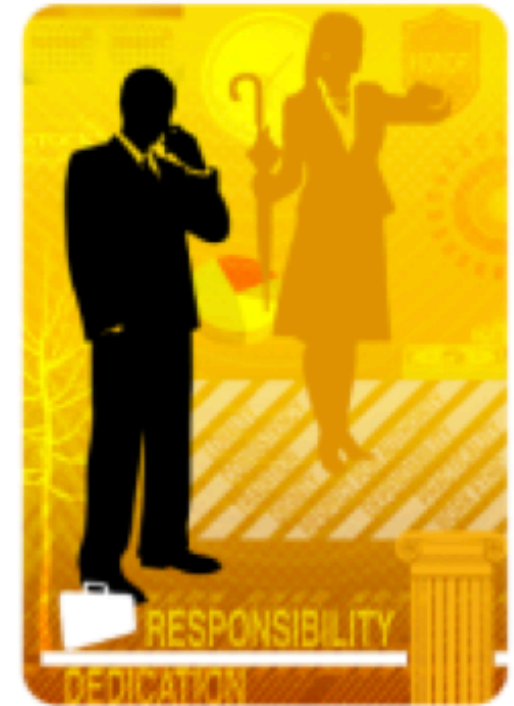
ORANGE values

- Fun
- Adventure
- Action
- Decisiveness
- Informality
- Spontaneity



GREEN values

- Privacy
- Independence
- Competence
- Logic
- Complexity
- Perfection



GOLD values

- Predictability
- Dependability
- Consistency
- Loyalty
- Punctuality
- Honesty

4 Stages to Authentic Teamwork



1. *Pseudo-Community:*

We avoid conflict, unpleasantness, problems, "bad" feelings. We act as if we all agree and think alike. (fake, inauthentic, boring, safe)

2. *Chaos:*

We experience differences and try to eliminate them with control, pressure. (We try to fix, convert, heal, change others).

Power struggle



4 Stages to Authentic Teamwork

3. *Empty:*

We start opening to each other in new ways. We really listen; we stop trying to control, fix, convert, and heal others. We respect, offer recognition, provide receptivity, and share through disclosure.



4. *Caring Community:*

Due to no pressure and with trust and caring, authentic community develops. Straightforwardness, honesty, follow-through, and seeking excellence become norms.

Note: The 8 Values that Build Trust are underlined.

Mind Trust

Delivered face to face:



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 to you with it."
3. "I won't listen to anyone else say bad things about you."
4. "If anyone complains to me about you, I'll direct them back to you."

Healthy Venting

Note: Always ask the person your go to if they are willing and if they have time

1. Don't name names or specifics.
2. Share your doubts, feelings, fears and weaknesses.
3. Describe your highest vision of a positive outcome
4. Clarify and state your plan in simple steps.
5. Role-play and brainstorm.
6. Do something to lift your mood when you finish.

"Is there more?"
If they are
not ready
for this,
slow down

STOP

With whom will you practice this? How will you commit?
(e.g., put it on your calendar, to-do list, send an email?)

Suggestion: Revisit Health Venting Often

Frustration Tool

1. State specific behaviors you do not like.

"I don't like it when you..."



2. State your overall desire.

(Unmet needs I want for me and us)

"Because I most want..."



3. State specific behaviors you want changed.

"What I want is... Are you willing?"



Accountable Requests & Agreements

Making A Request

"What I *want* is...
Are you willing...?"



An Accountable Agreement

"What I hear you saying is...
Did I get that right?
My answer is..."



Dialogue Tool

1. Mirroring is about content "What I hear you *saying* is..."
"Did I get it right?"
"Is there more?"

2. Validating is about logic
"I get it...you *think*..."
"Did I get it right?"
"Is there more?"

3. Empathizing is about feelings (do not qualify or explain)
"I imagine you might *be feeling*..." (e.g. mad, sad, glad, afraid ONLY)
"Did I get it right?"
"Is there more?"

Sending \longleftrightarrow Receiving



Receiving \longleftrightarrow Sending

4 Reasons To Speak & 5 Listening Styles

4 Reasons to Communicate

1. Persuading
2. Informing
3. Self-Expressing
4. Pleasing

Imagine, you are **self-expressing** and the other person is **evaluative** in their style

5 Listening Styles

1. Appreciative

To relax and enjoy the experience

2. Empathic

To emotionally support sender

3. Comprehensive

To organize/make sense of info

4. Discerning

To get complete information

5. Evaluative

To make a decision

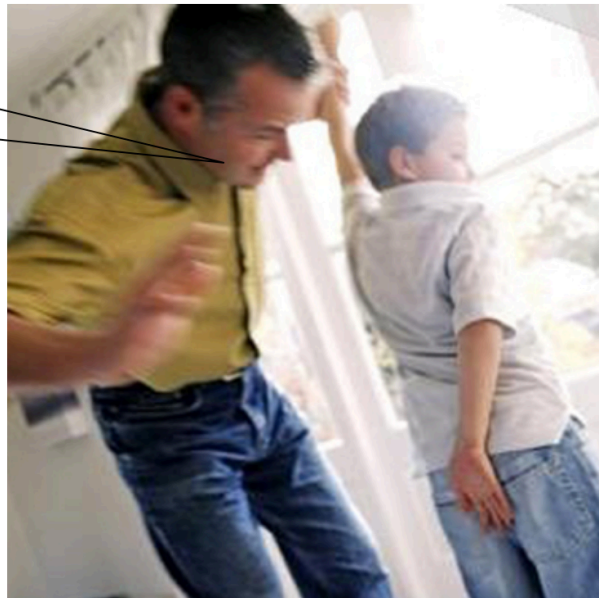
Redirect Chart

How To REDIRECT NEGATIVE BEHAVIOR						
1	2	3	4	5	6	7
I Notice MY EMOTIONS	I Notice MY BEHAVIOR	I Notice MY THOUGHTS	I Determine THEIR Mistaken Goal	I Redirect MY THOUGHTS	I Redirect MY BEHAVIOR I reframe THEIR limiting beliefs	WE both HEAL & GROW
FEEL	REACT	OLD THINK	IDENTIFY	NEW THINK	RESPOND/REDIRECT	RESULT
Annoyed Irritated	I Give Attention	"You're annoying!"	ATTENTION Mistake: "Notice me" True Need: "Involve me"	"You matter very much and I care!"	<ol style="list-style-type: none"> 1. Don't look or speak 2. Don't stop your activity 3. Give indirect attention by moving closer or with touch 	They find joy in service and contributing
Angry Provoke	I Give Struggle	"You're a bully!"	POWER Mistake: "Fight with me" True Need: "win/win/win and intense + connection"	"You have a valid viewpoint too!"	<ol style="list-style-type: none"> 1. Say both views, theirs first (until you and they believe your validation) 2. Share your view next (e.g. "the challenge I'm having is...") 3. Seek win/win/win; invite cooperation 4. Create intense positive connection 	They use their power to create win/win/win
Shocked Hurt	I Give Rejection	"You're mean!"	REVENGE Mistake: "Reject me" True Need: "Help me, I'm hurting"	"You suffer and I'm staying!"	<ol style="list-style-type: none"> 1. Don't take anything personally 2. Don't retaliate, reject, or withdraw 3. Get kind and curious 4. Create closeness 5. Invite venting of pain 	They release pain knowing it's ok to express it and get support
Pity Worried	I Give Enabling	"You can't!"	INADEQUACY Mistake: "Give up on me" True Need: "Don't give up on me"	"You are whole and capable!"	<ol style="list-style-type: none"> 1. Don't coax, care-take, rescue, advise or treat fragile 2. Describe their state and/or situation 3. Transfer responsibility; ask for a plan 4. Show faith in their intrinsic strengths 5. Wait for a solution likely to succeed 	They release their self-doubt and realize they are capable
Insulted Insecure	I Give Invalidation	"You're arrogant!"	SIGNIFICANCE Mistake: "Invalidate me" True Need: "Help me know I'm enough"	"You are enough! We want you!"	<ol style="list-style-type: none"> 1. Look for, find, speak true assets 2. Invite collaboration, not competition 3. When upping the ante: Mirror their words, ideas and feelings 4. Invite collaboration until they do 	They enjoy being a team player and using their talents for the good of all

4 Presentations of Misbehavior

Active Destructive Misbehavior

"Didn't I tell you to stop hitting people smaller than you?!"



Active Destructive Misbehavior is destructive to property, persons, routines, relationships; it's overt.

Active Constructive Misbehavior



Active Constructive Misbehavior is behavior that appears positive, correct or constructive and is presented actively.

Who's misbehaving?
How do you know?

What does active constructive misbehavior cost?

Passive Destructive Misbehavior

Passive Destructive Misbehavior is misbehavior in which a person passively remains unwilling to meet the needs of a situation through inactivity, or omission, and is destructive to people or things.



What does passive destructive misbehavior cost?

Passive Constructive Misbehavior



Passive Constructive Misbehavior is when a person uses a form of inactivity and omission in such a way that it looks as if they are intending to be constructive or cooperative.

What does passive constructive misbehavior cost?

Steps for Disclosing Mistaken Goals

1. "Why do you think you _____?"
(describe the chronic behavior)
2. "Can I tell you what I think it might be?"
3. "Could it be you want **Attention?**"
4. Role play or ask empathy questions to get the other person to walk in your shoes.
5. Create an appropriate way to satisfy the positive side of the goal.

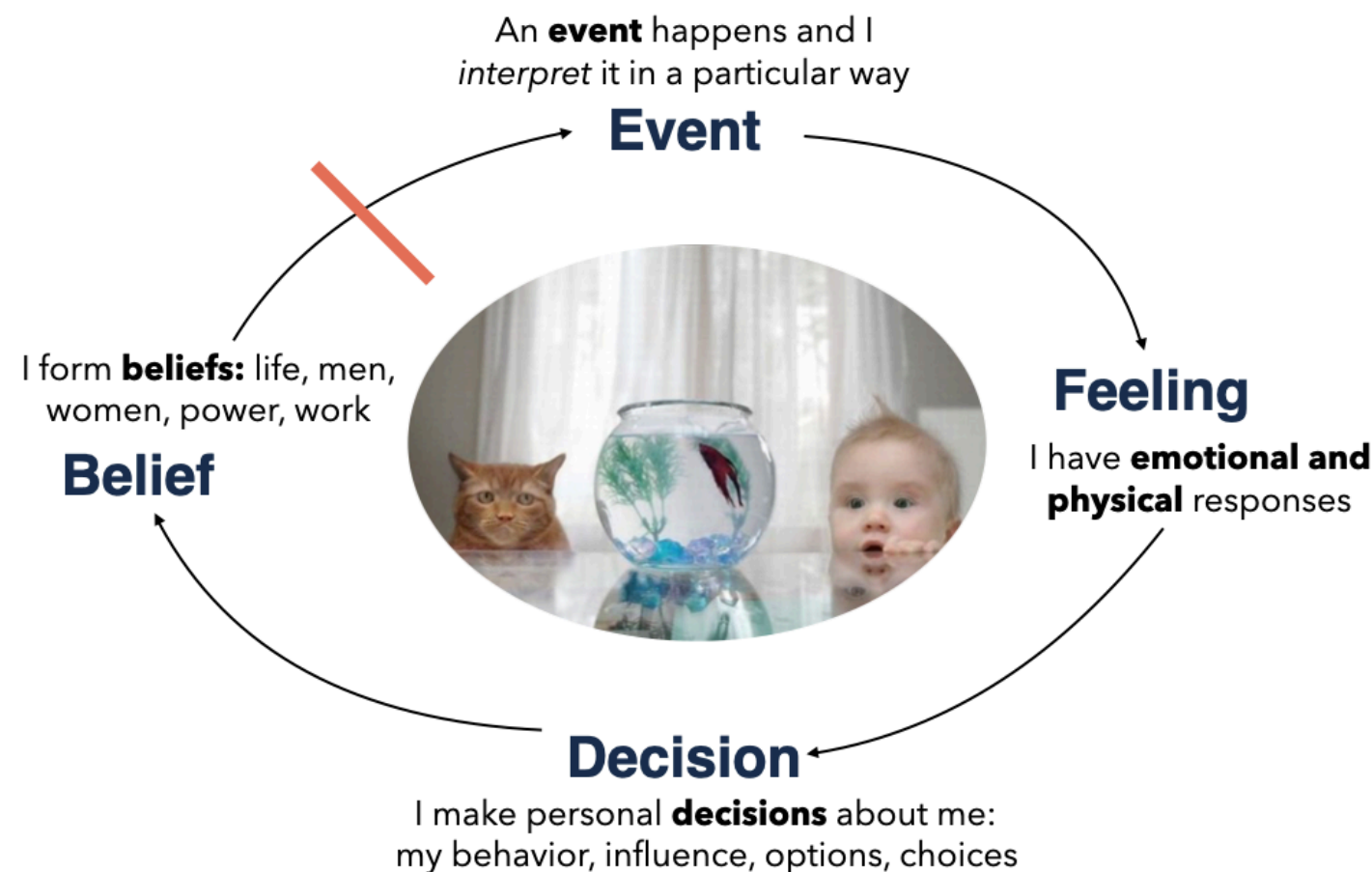
Redirect Terms

The **"Sugar"**: Reaction YOU give that's "permissive" and supports **fear**



We Are Subjective

Adler: We create (individual) **private logic** (we develop beliefs)



- **Upping the Ante:** Reaction OTHER person gives when you redirect and refuse to give "sugar". It's their last ditch attempt to be the stronger influence.

Encouragement

Encouragement Feast

1. Get into a small groups of 3-4 people
2. Pick one person to be “it” first.
3. Each person goes around the circle and tells the person who’s “it” what they most appreciate about him/her.
4. When the others finish, the person who’s “it” shares something he or she appreciates about self.
5. The person on the left of the first person is now “it” and the process continues through everyone in the group.



Encouragement Flood

1. Place a discouraged person in the center of your group.
2. Everyone “floods” the discouraged person by speaking all good deeds, strengths, gifts or special qualities they see in this person.

Appreciative Inquiry Model

Traditional Problem Solving	Appreciative Inquiry
Identify problems. "He never helps with chores"	Appreciate what works. "When were you most in love? What is working?"
Conduct root cause analysis. "I think it's that his mom did everything for him and spoiled him"	What supports change? "What successes/strengths can help now? What new ideas do you have? What visions?"
Brainstorm solutions/action. "How about making a shared schedule of chores and sticking to it?"	Determine what could be. "What would your marriage look like if it were the most supportive possible?"
Develop action plans. "Write down the plan and review it weekly?"	Create what you want. "We will focus on the loving marriage we want."
Metaphor: A problem to be fixed. "This is a problem and I have to fix it."	Metaphor: An opportunity. "This is a mystery; a great opportunity to re-evaluate what we want and what makes us both the happiest."

"Digging through dirt"

v s.

"Panning for gold"

The Change Process

LEVEL	Your State	Your Experience	Actions to Progress
Level 1	Unconscious Incompetence Unconsciously Unhelpful	You don't know you don't know You're a loose cannon!	Needed: Information, awareness
Level 2	Conscious Incompetence Consciously Unhelpful	You now know what you didn't know You now <i>know</i> Your actions are counterproductive	Note: It's a necessary step. You might judge yourself & quit. Needed: awareness, self-acceptance forgiveness and curiosity, then decide to practice
Level 3	Conscious Competence Consciously Helpful	You choose helpful With <i>deliberation</i> , you choose helpful	Needed: Practice, Practice, Practice. Encouragement Say to self: "Hmm... I'm making progress!"
Level 4	Unconscious Competence Unconsciously Helpful	You don't know what you know Changes are 2 nd Nature	Needed: Enjoy your comfort and fulfillment!

Thermometer Exercise

No matter the result (+ or -), each movement ask: "How did I get *that* result?"

