



HARCROS CULTURE GUIDE

Working together, we create a positive impact and enrich the lives of others.



Table of Contents

3-14 Culture Foundations

6-7 The Harcros Impact Journey

8 Our WHY and HOWs

9 Embrace an Ownership Mindset

10-11 Supporting the Culture

12-13 Guiding Principles of Culture

14 Culture Newsletter

15- 49 Tools to Lead Self - The Frame

18-27 Self-Awareness

28-39 Mindset

40-46 Grounding Yourself

47-49 Emotional Agility

50-73 Tools to Influence Others

51-53 Spheres of Influence

54-63 Listening

64-68 Feedback

69-73 Ditch the Drama

74-77 Additional Tools



Culture Foundations

Background and context to support your role as an Ambassador.

Thriving in a V.U.C.A. World



Volatile★Uncertain★Complex★Ambiguous

We live and work in a VUCA world where disruption is the norm. However, our brains are hardwired to seek out familiarity and comfort. This means that the inherent traits of a VUCA environment trigger our innate self-protective instincts where we cling tightly to what is familiar.

When our self-protective instincts are triggered, we do not show up as our best selves. We end up spending an enormous amount of energy trying to look good, hiding our our flaws and inadequacies, or pretending to be something we're not (what researcher and bestselling author Brené Brown describes as “armoring up”).

To thrive in a VUCA world, we must reconcile the gap between our innate human wiring and what the world demands of us. We must step into the Arena and create fearless environments for others to do the same.

The Arena: a metaphor for a moment or experience when you share yourself (ideas, feelings, opinions, experiences, concerts, feedback, etc.), knowing that you can't control the outcome or what people think.

It's not fear that gets in our way of being courageous and maximizing our positive impact, its *armor*. As an Ambassador, you will regularly find yourself stepping into the Arena, and thus being vulnerable. So knowing how to show up courageously rather than armored is key to your success.

And, when we are frustrated with others or experiencing challenges with embracing change, it can be helpful to realize that a large aspect is likely that people's humanity is simply getting the best of them. Luckily, as an Ambassador, you are being equipped with tools to help call yourselves and others to greatness to move beyond our self-protective instincts and show up in a way that is effective - and aligned - with the culture Harcros is trying to create and nurture.

Becoming a Conscious Business



The Value of NOT Doing “Business as Usual”

For nearly two decades, the Conscious Capitalism movement has been reshaping work as we know it with a purpose to elevate humanity through business.

Every business should have a higher purpose that transcends making money. It not only creates clarity, but it fuels energy and passion. Business need profits to exist, but profit is not the purpose—it’s the *fuel*.



Conscious leaders operate from a place of purpose and service to others rather than power and self-interest. They are self-aware and intentionally mentor, develop, and inspire people. They call others to greatness and foster high engagement, creativity, performance, and alignment with the higher purpose.

Conscious businesses operate with a long-term perspective, allowing them to ride the ups and downs of financial markets. Research on some of these publicly traded businesses shows they consistently outperform their competitors; **over fifteen years, they have outperformed the S&P 500 by 14 times!**

The Harcros Impact Journey



2017

Culture Ambassador Program launched

2018

Find Our WHY Workshops

16 full-day workshops in 6 different cities that included all 545 employee-owners. Everyone told stories of when they've been the most proud to work at Harcros and were introduced to core tools to shift from an employee to an owner mindset. The Ambassadors finalized the WHY and HOWs.

Leadership Development started

All formal leaders were facilitated through workshops to provide foundational language and tools to be more effective, conscious leaders.

2019

Harcros Impact branded (culture work)

Living Our WHY Workshops

All employee-owners participated in full-day workshops equipping them with core and common language and tools to effectively live the WHY via the HOWs.

Leadership Development (Senior Leaders)

The senior leaders completed in-depth development that included group workshops, assessments and individual coaching.

2020

New Leader Onboarding & New Hire Module

All new leaders hired since the 2018 workshops completed workshops to equip them with the same tools to have consistency across the company.

An overview module and Owner's Manual were created to include in New Hire Orientation to provide background on Harcros' culture journey and equip everyone with core and common language and tools to show up in alignment with the cultural tenets.

The Harcros Impact Journey



2021

Guiding Principles of Leadership and Key Competencies established

Although not yet officially launched, these were used for Talent Reviews - a comprehensive assessment of select leaders to help guide their future development and aid in succession planning.

2023

Leadership Development (DMs & Organics)

Groups of leaders completed in-depth development that included group workshops, assessments and individual coaching.

Targeted Culture Support

Targeted interventions and workshops are provided as need for areas needing extra support to improve and nurture a thriving culture.

2024

Targeted Culture Support

Leadership Development (ad-hoc)

Groups of leaders will complete in-depth development that includes group workshops, assessments and individual coaching.

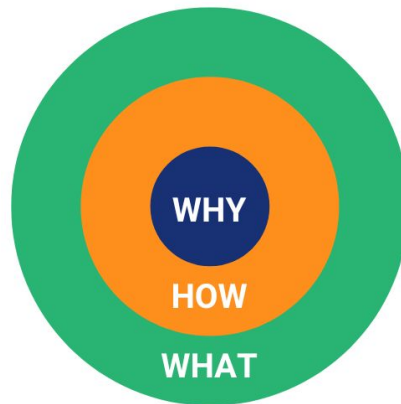
Operations Managers will complete a workshop revisiting key tools for being an effective, future-ready leader

Results:

Culture is an ongoing journey, not a destination. We assess the state of our culture appropriately every 18 months via the Thriving Workplace Culture Survey.

- Our results have shown continuous, steady improvement in all areas since the Harcros Impact culture journey began.
- Whereas we were financially flat from 2010-2018, we have consistently grown since 2018 - with many branches that were previously struggling now doing well.

Our WHY and HOWs



WHY = Our Purpose

HOW = Our Behaviors

WHAT = Our Deliverables

Our WHY

Working together, we create a positive impact and enrich the lives of others.

These behaviors are our **non-negotiables** and **HOW** we show up that allow us to live our WHY.

HOW

Show up with a spirit of service

- Go above & beyond
- Do what's right

Empower others

- Respect, support & encourage each other

Lead by example

- *Think & act like an owner*
- Show up as our best
- Maintain a positive attitude
- Be solution-minded

Be a team player

- Communicate clearly
- Trust each other
- Actively listen to understand

Show compassion in all we do

WHAT

- Take the extra step to serve your colleagues and customers
- Share knowledge and skills
- Never compromise safety
- Remember everyone is someone's precious child; treat them accordingly
- Offer to help
- Take initiative to improve processes
- Find a way to the Learner Path (curiosity) and proceed with caution when you're Below-the-Line
- Offer solutions to challenges
- Support and assist team members
- Assume positive intent in others
- Be fully present in interactions
- Give others grace and operate with curiosity rather than judgment

Embracing an Ownership Mindset



Mindset of Owner vs “Just an Employee”

When you own something, you care for it more deliberately than when you don't have ownership. We're invested in the things we own because they matter at a different level. As owners, we speak up when we see something that could be better (vs. sitting back and waiting for someone else to step up or saying “it's not my problem.”). When we own something, we take a long-term perspective and look for maximizing value; this means we aren't wasteful of time and resources and understand the ups and downs that come with the market.

Culture is Everyone's Responsibility

Culture is not the CEO's responsibility. Culture isn't HR's responsibility. Culture isn't leadership's responsibility. Culture is EVERYONE's responsibility. Every one of us can either be a culture *contributor* or contaminator. We all have a responsibility to show up in alignment with our WHY and HOWs each day by using the tools provided to us and supporting one another when our humanity gets the best of us.

Harcros Impact

We wanted to effectively brand our culture efforts to have a clear identity. Harcros Impact is the brand of everything related to improving and nurturing our culture.



Being a Steward of the Harcros Impact



Our WHY and HOWs act like a lighthouse, cutting through the fog and providing clear guidance for our actions.

ALL Harcros employee-owners contributed to identifying our WHY and HOWs. Our WHY statement is a composite from 16 workshops involving all employee-owners at the time (and a great example of Harcros “working together”). The words themselves are less important than the ***essence of the WHY***.

We can only live our WHY through the Discipline of HOW. **Here are some tips for Living our WHY:**

- Display the WHY and HOWs to serve as a visual reminder.
- When people show up in ways counter to the WHY and HOWs, gently remind them of our shared commitment to the Harcros WHY: ***working together, we create a positive impact and enrich the lives of others.***
- Include Harcros Impact tools at your meetings and team huddles:
 - How are we nurturing and improving the culture?
 - How is everyone feeling - are you above or below the line?
 - Share WHY stories - ask for examples of when we have or have not been living our WHY.

Remember that storytelling keeps the lighthouse lit and helps people emotionally connect to the organization. Using our WHY and HOWs as an anchor for our decisions, the stronger we become!

Be a Conduit for Positive Change



Change is the one thing that is constant in our VUCA world.

Even when change is positive, it can be unsettling - because we are hardwired to seek out familiarity and comfort. When people feel threatened by a change, it's easy to become hijacked and start showing up in unproductive ways that can derail change efforts.

In addition to leveraging the tools provided in this Guide, here are ways you can help be a conduit for positive change within Harcros:

- When considering a new change, process, etc., ask the question: *How will XYZ help us better live our WHY? or How will XYZ help us expand the reach of our WHY?* If it doesn't align with the WHY, look for something that does or look for ways whatever is being proposed could be tweaked so that it is maximizing Harcros' ability to live our WHY.
- When people push back on a change, process, etc., help them see through the fog; help them see how whatever is being proposed or implemented is important and how it helps further our WHY or is key in meeting important organizational goals.
- Sometimes naming what's unsettling about change can actually weaken its hold on us. Ask people, "*What are the monsters or unhelpful thoughts in your head saying about this change?*" Sometimes when people say it outloud, it's easier to see how limiting it is or at least fact-check it.
- Share this reminder video on the importance of keeping the WHY at the core of all we do: <https://www.youtube.com/watch?v=INjECrw7YYs>.

Guiding Principles of Harcros Culture



“ Leadership is maximizing our positive impact on the world by becoming our best, fully authentic selves and supporting those around us to break past barriers and step into their greatness. ”

~ Rosie Ward & Jon Robison (*Rehumanizing the Workplace*)



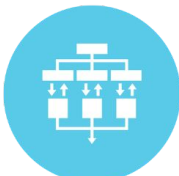
BE YOUR BEST SELF



LISTEN TO OTHERS



BE A CONDUIT FOR POSITIVE CHANGE



LEVERAGE PROCESS MAPS



EMBRACE AN OUTWARD MINDSET



USE PERSONAL RECOGNITION MESSAGES

Guiding Principles in Action



In 2018, the Ambassadors established six Guiding Principles they felt were key to being effective in this role; and they still hold true today:

Be Your Best Self

Be the change you wish to see and work to be a leader.

Listen to Others

Listen with a spirit of service; then ask open & honest questions to try to understand what the experience is like for others. *When others feel heard, you're in a good position to leverage the remaining steps.*

Be a Conduit for Positive Change

Focus on creating the conditions where others feel safe, heard and can be part of the change. Focus on the Innovators and Early Adopters (people willing to work with you) and gain traction; don't let the detractors (i.e., naysayers) drag you down and halt progress.

Leverage Process Maps

When something isn't working quite right or there's confusion or lack of alignment on a process, pull out some Post-It notes and map out the current procedures. Include others in the process to help identify gaps and areas for alignment and improvement.

Embrace an Outward Mindset

Focus on understanding and valuing the needs, objectives and challenges of others and invite others to do the same. Then find ways you can adjust your efforts to be more helpful and effectively work together.

Use Personal Recognition Messages

Whether it's a written index card, email or in-person, use the F.B.I. Feedback Formula to frame your message and commit to giving at least one recognition message per week (ideally each day).

Culture Newsletter

The Monthly Culture Newsletter from Dr. Rosie Ward contains tips, resources, and key actions—all designed to support you in your role of living the desired culture.

Your monthly newsletter includes:

- ❖ Ambassador Workshop Minutes
- ❖ Tools and Resources from the Ambassador Guide
- ❖ Dr. Rosie video shorts on a variety of topics
- ❖ Recommended articles, podcasts, videos and books
- ❖ Key Actions (things to focus on each month)
- ❖ Suggestion Box - send questions/suggestions to Dr. Rosie
- ❖ Monthly challenge - designed to put learnings into action!



Monthly Challenge

Embrace an Outward Mindset using S.A.M.

An outward mindset focuses on the needs, goals, and perspectives of others. Look for opportunities to leverage an outward mindset to maximize your positive impact and contribute to a healthy workplace culture. Here's how:

- **See others as people.** What are THEIR needs, objectives, and challenges?
- **Adjust your efforts to be more helpful.** What can you do to make this a win-win?
- **Measure your impact.** Pay attention to whether things are better or not and use that as your guide if you're on the right track or have some course-correcting to do.



Tools to Lead Self

Tools to foster self-awareness and support you in moving from armor and self-protection to courage and impact.

The Frame

All employee-owners at Harcros were introduced to the Frame during the initial WHY workshops or via the Owner's Manual as part of the new hire onboarding process.



We need to stop believing everything we think, build the muscle to PAUSE before we act, and practice trying on different narratives and ways we SEE situations—that might lead to better outcomes (i.e., move naturally to a more effective DO).

Lasting change doesn't come from simply DOING things differently; it comes from SEEING or THINKING about things differently.

The Frame

Every exercise in this section will help strengthen the SEE part of the Frame - helping you be aware of when your thinking is serving you well and when it's not.



Try This!

If you notice someone struggling with something, ask them this question:

“How could you shift your frame to see this situation differently?”

Self Awareness

Self-awareness fosters resilience, empathy, and meaningful connections with others. The exercises in this section will help you identify your strengths, uncover your weaknesses, and illuminate growth opportunities. Use them to move from armor to courage and curiosity, and remember to share the exercises with your colleagues!

Judger vs. Learner Path

Every moment offers us a choice: to walk the path of the Learner or that of the Judger. The difference between these two paths is profound - shaping our experiences, effectiveness, and impact. To show up as a leader, we must recognize when we're on the **Judger Path**, move from our "rightness" to curiosity, and return to the **Learner Path**.

REACT: Judger Path

Who is to blame?



You can switch paths!
Ask **LEARNING** questions to switch to the Learner path & avoid the **Judger Pit**



What's wrong with me?
What's wrong with them?



Why am I a failure?
Why are they so stupid?



JUDGER
Automatic Reactions
Blame-Focused
Win-Lose Relating

START



CHOOSE: Learner Path

What happened?
What's useful here?
What do I want?



What can I learn here?
What is the other person thinking, feeling, needing, and wanting?



What's possible?
What are my choices?
What's best to do now?



LEARNER
Thoughtful Choices
Solutions-Focused
Win-Win Relating



Judger vs. Learner

Body Wisdom Reflection



Getting off autopilot requires greater attention to our thinking and leveraging our body wisdom. We must be mindful of our thoughts and pay attention to the subtle signals our body is giving us. Our body is a powerful source of information and can guide us toward what needs our focus. The exercises below will help improve your body wisdom and self-awareness.

1. Practice asking the Judger questions out loud and notice how your body feels. Are you tense, uptight, negative? **Write down your physical and emotional responses to the Judger questions.**

2. Practice asking the Learner questions out loud and notice how your body feels. How is your breathing, your mood, your emotions? **Write down your responses and notice the difference in how you feel when you are judging versus learning.**

The Power of Choice

The main clue that we are on the Judger Path is our need to be RIGHT; we get very attached to our own stories and interpretation of events – that they are the RIGHT ones. However, being “Right” automatically prohibits collaboration and effective outcomes because it puts us in a win-lose situation. Don’t make your attachment to being right more important than the quality of your relationships or achieving your collective outcomes.

Would you rather be RIGHT or WILDLY SUCCESSFUL?

The Learner Path will always be an intentional choice; our first thought is to react – which lends itself to the Judger Path. Building the muscle to pause, reflect and move into a space of curiosity helps us reframe how we SEE people/situations. It takes practice. It’s also important to realize that being on the Judger Path isn’t bad; it’s HUMAN. So give yourself and others grace for being on the Judger Path; acknowledge it, own it and then ask some of the Learner Path questions to move to a more productive place.



Try This!

- ★ Display the Power of Choice Diagram in a visible place for people to reference.
- ★ Acknowledge when you are on the Judger Path:
 - **Example:** When you are frustrated and need to vent say “I know I’m on the judger path right now; I just need to vent for a moment.”
- ★ When you notice someone is attached to being “right” or operating from a place of judgment, gently and firmly challenge them:
 - *It sounds like you’re really attached to being right about this; what if there was another explanation for this situation?*
 - *What are 2 or 3 other possible explanations for this?*
 - *If you weren’t attached to being right, what’s one thing you would do to be helpful or add value here?*
 - *If you were to ask one of the Learner Path questions, would you see things any differently?*

Being Aware of Your Thinking

At any moment of the day, we are either **Above** or **Below The Line**. Our location profoundly impacts how we show up, the impact we have on others, and the results we get. It's critical to recognize the signs and signals that we're headed (or already) Below the Line (BTL) and then have practices in place to prevent or remedy our BTL self. It's HUMAN to go BTL; and people who show up as effective leaders in their lives are self-aware and tend to it when they're BTL.



Growth Mindset

Seek Solutions



Positive

Proactive



In the Driver's Seat

Energetic



Own it

Accept Responsibility

Optimistic

ABOVE THE LINE

Proactive thinking and behaviors

BELOW THE LINE

Reactive thinking and behaviors



Negative

Victim of Circumstances



Make Excuses



Lethargic

Do Nothing



Blame

Pessimistic

Wait for Others

Above/Below the Line



This exercise will help you recognize when your thinking isn't serving you well. Answer the following questions and see what opens up for you.

1. How I know I'm **ABOVE** the line (my thinking is serving me well):

-
-
-

→ Things that help bring me back **above the line** (i.e., trampolines):

-
-
-

2. How I know when I'm **BELOW** the line (my thinking is not serving me well):

-
-
-

→ Things that bring me **below the line** (i.e., triggers):

-
-
-

Above/Below the Line



3. When I am **ABOVE** the line, my fellow employee-owners, manager, customers(s) look like (i.e., the narrative I tell myself about them):
 -
 -
 -

4. When I am **BELOW** the line, my fellow employee-owners, manager, customers(s) look like (i.e., the narrative I tell myself about them):
 -
 -
 -

5. When I'm staying **below the line**, how I want to protect the rest of my team:
 -
 -
 -

6. What are you beginning to notice about yourself with regards to your thinking?
 -
 -
 -

Above/Below the Line



Try This!



- ★ Use “Above/Below-the-Line” language; start meetings and huddles by asking people to use hand signals to share where they are in relation to the line.
- ★ Acknowledge when you’re below-the-line; if you can’t find trampolines to help, try to be in a productive bubble.
- ★ Have compassion when others are below-the-line and offer to support them.
- ★ Remember that being below-the-line is NOT a free pass for people to behave poorly!

Ingredients to Be My Best



We are more likely to be the best version of ourselves and maximize our positive impact when we know who we are at our best and what we need to be our best.

1. Characteristics of **Me at My Best** (when I can show up as a leader):

- I'm at my best when...
- I'm at my best when...
- I'm at my best when...
- I'm at my best when...
- I'm at my best when...

2. Ingredients for or how I increase the likelihood I can **Be at My Best**:

Physical:

Mental:

Emotional:

Spiritual:

3. What do I need/want to keep in mind to ensure the ingredients for me to be at my best are in place?

-
-
-

Ingredients to Be My Best



REFLECTION:

4. What do you notice about yourself and your interactions when you show up as your best self (aka show up as a leader)?

5. What do you notice about yourself and your interactions when you DO NOT show up as your best self?

6. What are you wanting to keep in mind so you can be more intentional about tending to the ingredients that allow you to be your best (aka show up as a leader)?

Try This!



- ★ Lead by example and tend to the ingredients you need to be your best.
- ★ Revisit this periodically and intentionally set yourself up for success in showing up as a leader.
- ★ Share this with fellow employee-owners and support each other in tending to what each of you needs to be your best.

Mindset

The exercises in this section you can use for yourself and leverage with your colleagues to help more effectively tend to the SEE part of the frame and move from armor to courage and curiosity. Also, all employees receive these concepts as a new hire in the Owner's Manual; so they shouldn't be unfamiliar if you want to use them with others.

Limitations of an Inward Mindset



What can happen when we venture into the territory of being armored is having an Inward Mindset. When we operate from an Inward Mindset, we become self-focused; we focus on what we need from others to achieve our objectives and are primarily concerned with how others impact us (rather than how we impact others). In other words, instead of seeing others as PEOPLE who have their own needs, objectives and challenges, we view them as objects to help us with ours.

- We view those who can help us as **vehicles**;
- Those who make things more difficult as **obstacles**; and
- Those whose help wouldn't matter become **irrelevant** to us.

The following are common behaviors we might engage in when we are operating from an Inward Mindset:

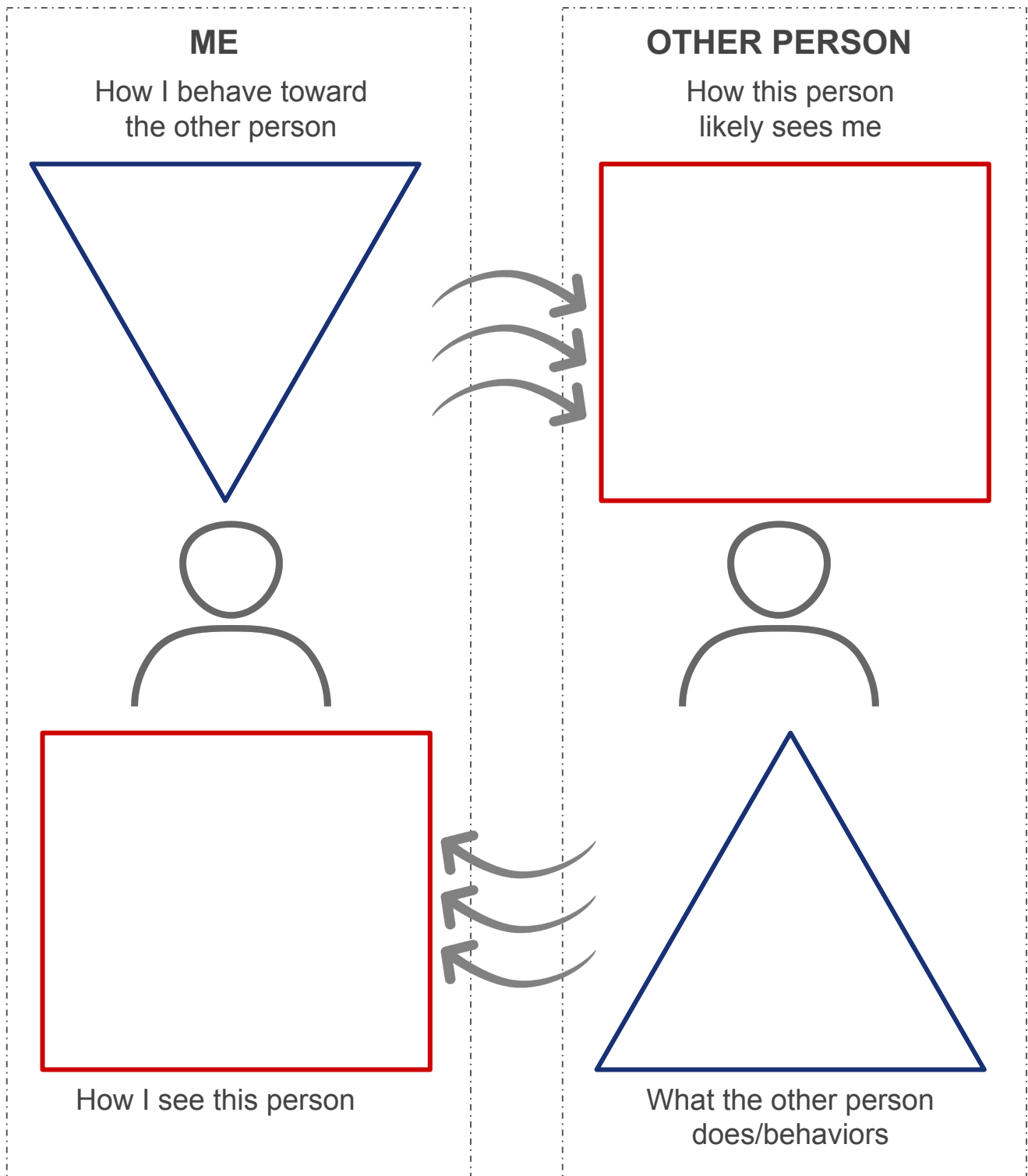
Hard Behaviors			Soft Behaviors		
Vehicles	Obstacles	Irrelevancies	Vehicles	Obstacles	Irrelevancies
Manipulate Threaten Control	Criticize Blame Punish	Ignore Exclude Belittle	Indulge Pander Try to be liked	Cope Avoid Leave	Engage in token niceties Offer little feedback

Source: The Arbinger Institute

An Inward Mindset makes things harder. We become attached to our own stories and rightness—ending up operating from our own Self-Deception box. Consequently, we end up with significant blind spots, silos, blame, stuck-ness and low morale.

Recognizing & Owning the Self-Deception of Your Inward Mindset

(See instructions on the next page.)



Inward Mindset Exercise



When we are stuck with an Inward Mindset, we end up in a Self-Deception Box – where we need to justify our “rightness” and start to inflate all of our good qualities at the same time we inflate the negative qualities of another person. We end up in a vicious cycle—the **Cycle of Collusion**.

1. Find a partner and your copy of the previous page.
2. Start in the lower right with what the other person does that drives you bananas.
3. Next in the bottom left, write how you see them (the story, judgment or assumption you have about them).
4. Next in the upper left, write at least 3-4 behaviors that you use in response to or with this person.
5. **THEN STOP!** The upper right should be blank right now.
6. Cover up the bottom 2 boxes (what the other person does and how you see them) by placing a Post-It over them or folding up the bottom of the page.
7. Swap worksheets with another person. They will read the behaviors you have in the top left and then write in your top Right open spot (“How this person likely sees me) how they would see you if they were on the receiving end of those behaviors. And you do the same for them.
8. Swap back and look at the likely cringy feedback your partner just gave you and move onto the reflection questions.



When we are in a Cycle of Self-Deception,
we actually invite **MORE** of the
very behaviors that push our buttons.
WE are part of the problem!

Self-Deception of Your Inward Mindset Reflection



1. What are you beginning to notice about **YOURSELF** when you are in a self-deception cycle (i.e., in the box) with this person?
2. What is opening up for you in looking at this person through the lens of the self-deception box?
3. What are you wanting to keep in mind for future interactions with this person?

Have you noticed how your Frame influences the Cycle of Collusion? How you SEE this other person guides your behaviors, and this person SEEs you based on your behaviors and acts accordingly. When in a Cycle of Collusion, we invite MORE behaviors that push our buttons or drive us crazy. We are part of the problem!

The good news is our awareness frees us up to break the cycle! We can let go of our attachment to being RIGHT and to our story and instead choose to try on other stories (i.e., narratives) about other people...in other words, change how we SEE others.

Shifting to an Outward Mindset

Luckily there is a more effective mindset we can leverage. An **Outward Mindset** is a way of seeing other people as PEOPLE instead of as objects. It is essential to being able to work together and live our WHY at Harcros.

Diagram 11. The Outward Mindset at Work

S.A.M.

See others as people

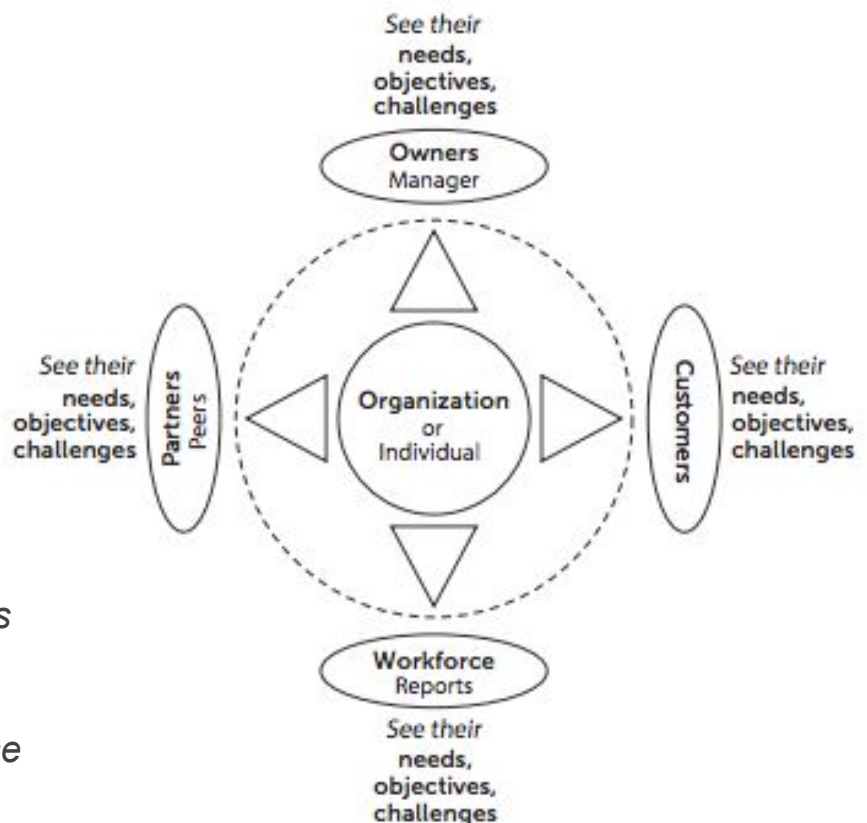
What are THEIR needs, objectives and challenges?

Adjust your efforts

How can I be more helpful here so it's a win-win?

Measure your impact

Pay attention to whether things are better or not and use that as your guide if you're on the right track or have some course correcting to do.



Source: The Arbinger Institute



A key starting point for applying the Outward Mindset pattern is to ask the following 3 questions of those you impact (i.e., stakeholders):

- ★ How does someone in my role affect or potentially affect your ability to do your work (both positively and negatively)?
- ★ From your perspective, how could someone in my role be most helpful to you?
- ★ How and at what frequency would you like me to check in and stay accountable to you for my impact on your ability to do your work?

An Outward Mindset in Action

Every person contributes to the current state of the workplace culture. The key to embracing an Outward Mindset starts with everyone owning their part of the current state and challenges that your team is facing. Consider this:

As far as I'm concerned, the problem is me.

Starting with this perspective can help us take ownership of how we contribute to the current state and what role we can play to help support positive change.



Understanding the purpose of our working relationships and then working to understand the needs, objectives and challenges of the other person/stakeholder can help us embrace an Outward Mindset and be equipped to better solve problems.

Enhancing Working Relationships



For this exercise identify at least two key relationships you have (individuals or functional areas/teams) and answer the following questions.

Relationship #1	Relationship #2
Person/Group:	Person/Group:
Purpose of this relationship in achieving Harcros' WHY/HOWs & Goals:	Purpose of this relationship in achieving Harcros' WHY/HOWs & Goals:
What are the Needs of this person/group?	What are the Needs of this person/group?
What are the Objectives this person/group is trying to achieve?	What are the Objectives this person/group is trying to achieve?
What are the Challenges this person/group is facing?	What are the Challenges this person/group is facing?
How I can adjust my efforts to be more helpful and effective in this relationship?	How I can adjust my efforts to be more helpful and effective in this relationship?

Maintain an Outward Mindset

When we adopt an Outward Mindset, we start seeing others as people with their unique needs, objectives, and challenges instead of merely treating them as tools or resources. Our focus shifts to understanding our impact on them and finding ways to adjust ourselves to be more helpful. This shift from being inwardly focused to focusing on the needs and impact of all stakeholders can help individuals, teams, and organizations become more effective. It provides a framework for people to understand, agree, and work towards a common, collective vision and result instead of operating from a scarcity mindset and self-protection.



Try This!

- ★ **Lead by example:** recognize and own when your Inward Mindset is hijacking you and your role in the Self-Deception Cycle.
- ★ **Get curious:** care about others' Needs, Objectives, and Challenges; whenever possible—ask them.
- ★ **Get feedback:** ask your key stakeholders how you could adjust your efforts to be more helpful to them.
- ★ **Remind others:** if you notice someone operating from an Inward Mindset, challenge them to think about the other person/group's Needs, Objectives, and Challenges. Then, ask how they could be more helpful.

The Anatomy of Trust

Trusting ourselves and other people is a vulnerable and courageous process. Brené Brown, describes seven elements of trust using the acronym **BRAVING**.

B oundaries	Respect my boundaries, and when you're not clear about what's okay and not okay, you ask. You're willing to say "no."
R eliability	You do what you say you'll do. This means staying aware of your competencies and limitations so you don't over promise and are able to deliver on commitments and balance competing priorities.
A ccountability	You own your mistakes, apologize, and make amends.
V ault	You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.
I ntegrity	You choose courage over comfort. You choose what is right over what is fun, fast or easy. And you choose to practice your values rather than simply professing them.
N on Judgment	I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.
G enerosity	You extend the most generous interpretation possible to the intentions, words, and actions of others.

Source: Brené Brown (*BRAVING the Wilderness*).

Self-Trust Checklist



Fear and self-protection can keep us from trusting ourselves. The BRAVING acronym can also be used to assess your level of self-trust.

Be honest: Over the past two weeks, which trust behaviors can you say you leveraged consistently?

- B** – Did I respect my own boundaries? Was I clear about what’s okay and not okay?
 - R** – Was I reliable? Did I do what I said I was going to do?
 - A** – Did I hold myself accountable?
 - V** – Did I respect the vault and share appropriately?
 - I** – Did I act from my integrity?
 - N** – Did I ask for what I needed? Was I nonjudgmental about needing help?
 - G** – Was I generous toward myself?
- For the areas where you struggle with self-trust, how much is your own self-limiting narrative at play that gets in your way?
- What role do you see your self-trust practices playing in your trust behaviors with others?

Strengthening Self-Trust



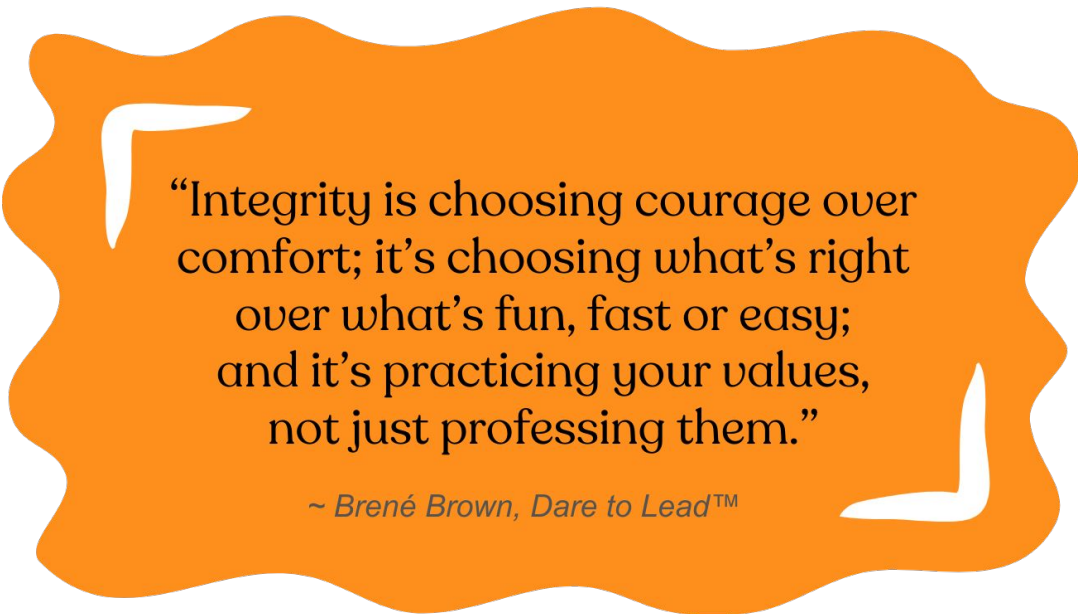
Think about a time at work when you experienced a setback, and go through the BRAVING acronym to understand how that experience may have impacted your self-trust.

Boundaries: Did I respect my own boundaries? Was I clear about what was okay and what was not okay?	
Reliability: Was I reliable? Can I count on myself to do what I committed to doing?	
Accountability: Did I hold myself accountable? Did I blame others? Did I hold others accountable with honesty and respect?	
Vault: Did I respect the vault and share appropriately?	
Integrity: Did I act from my integrity? Did I choose courage over comfort? Did I choose what's right over what's fun, fast, and easy? Did I practice my values?	
Non Judgment: Did I ask for what I needed? Was I nonjudgmental about needing help?	
Generosity: Was I generous towards myself?	

Source: Brené Brown (*Dare to Lead*).

Grounding Yourself

The exercises in this section you can use for yourself and leverage with your colleagues to help you stay grounded, calm and curious in the midst of VUCA disruption.



“Integrity is choosing courage over comfort; it’s choosing what’s right over what’s fun, fast or easy; and it’s practicing your values, not just professing them.”

~ Brené Brown, *Dare to Lead*[™]

Living Into Our Values



When we think about leaning into courageous vulnerability (i.e., stepping into the Arena), the first thing we do is ground ourselves in our Core Values.

A value is a way of being or believing that we hold most important.

When we are walking our talk, we have clarity about what we believe and hold important and take great intention to align our thoughts, words and behaviors with those beliefs. And we only have one set of values; we don't shift our values based on different contexts.

👉 Using the list of values on the following page, choose one or two values – the beliefs that are most important to you – that help you find your way in the dark, that fill you with a feeling of purpose.

When selecting your values, ask yourself the following questions:

- ***Does this value define me?***
- ***Is this who I am at my best?***
- ***Is this a filter that I use to make hard decisions?***

👉 Make a copy of the grid on page 48 with your core values and behavioral guideposts that tell you when you're in and out of alignment so you can easily use it as a reference guide.

Spend time identifying the early warning signs that you're getting pulled out of alignment.

Consider doing this with your teammates and sharing. As you do, have each person share, "If you notice me getting out of alignment with my values, this is what I'd like from you to help me see it and get back into alignment."



List of Values

(taken from *Dare to Lead*)

- Accountability
- Achievement
- Adaptability
- Adventure
- Altruism
- Ambition
- Authenticity
- Balance
- Beauty
- Being the best
- Belonging
- Career
- Caring
- Collaboration
- Commitment
- Community
- Compassion
- Competence
- Confidence
- Connection
- Contentment
- Contribution
- Cooperation
- Courage
- Creativity
- Curiosity
- Dignity
- Diversity
- Environment
- Efficiency
- Equality
- Ethics
- Excellence
- Fairness
- Faith
- Family
- Financial stability
- Forgiveness
- Freedom
- Friendship
- Fun
- Future generations
- Generosity
- Giving back
- Grace
- Gratitude
- Growth
- Harmony
- Health
- Home
- Honesty
- Hope
- Humility
- Humor
- Inclusion
- Independence
- Initiative
- Integrity
- Intuition
- Job security
- Joy
- Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Legacy
- Leisure
- Love
- Loyalty
- Making a difference
- Nature
- Openness
- Optimism
- Order
- Parenting
- Patience
- Patriotism
- Peace
- Perseverance
- Personal fulfillment
- Power
- Pride
- Recognition
- Reliability
- Resourcefulness
- Respect
- Responsibility
- Risk taking
- Safety
- Security
- Self-discipline
- Self-expression
- Self-respect
- Serenity
- Service
- Simplicity
- Spirituality
- Sportsmanship
- Stewardship
- Success
- Teamwork
- Thrift
- Time
- Tradition
- Travel
- Trust
- Truth
- Understanding
- Uniqueness
- Usefulness
- Vision
- Vulnerability
- Wealth
- Wellbeing
- Wholeheartedness
- Wisdom

Write your own:

My Core Values



Who I am at my best, what fills me with a sense of purpose, and how I find my way in the dark.

VALUE	Behaviors that Show I'm Operating <i>in Alignment</i> with My Value	Behaviors that Show I'm Operating <i>Out of Alignment</i> with My Value

Replace Armor with Grounded Confidence

There are several tools we can use to help build our grounded confidence to replace our armor; they help foster a dialogue and lend themselves to living the WHY via our HOWs. We always need to pair these with curiosity and practice!

Courageous Conversation Starters

- *The story I make up...*
- *I'm curious about...*
- *Tell me more...*
- *That's not my experience (instead of "You're wrong about her, him, them, it, this...")*
- *I'm wondering...*
- *Help me understand...*
- *Walk me through...*
- *We're both dug in. Tell me about your passion around this.*
- *Tell me why this doesn't fit / work for you.*
- *I'm working from these assumptions – what about you?*
- *What problem are we trying to solve?*

Courageous Communication Tools

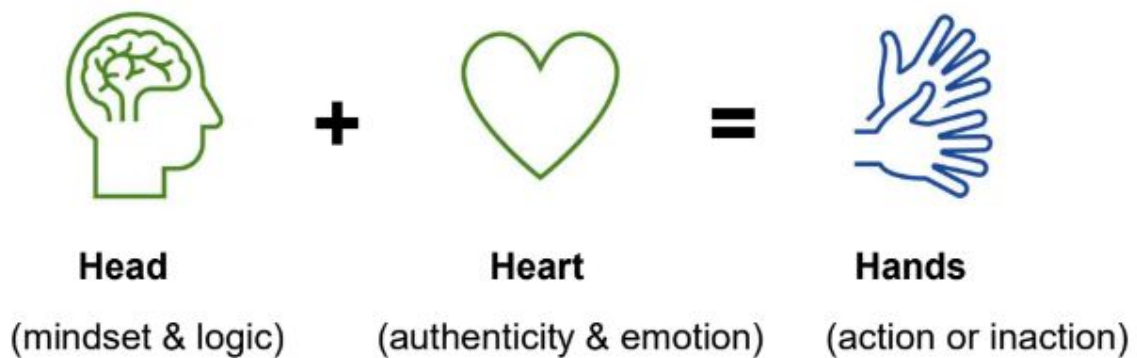
- *What's my part?*
- *What does support look like?*
- *What key learnings can we take from this?*
- **TASC**
 - **T** – Who owns the task?
 - **A** – Do they have the authority to be held accountable?
 - **S** – Do we agree that they are set up for success (time, resources, clarity)?
 - **C** – Do we have a checklist of what needs to happen to accomplish the task?
- *Let's paint done.*
- *Do we need to check our gritty facts and gritty faith?*
- *Time out*

Source: Brené Brown (*Dare to Lead*)

Make Better Decisions Faster



On average, we make approximately 35,000 decisions per day. It can be overwhelming! The good news is that there is a formula we can use to help us better navigate our MVDs (Most Valuable Decisions) that have higher stakes, higher value or greater consequences.



Red Light	Green Light	Yellow Light
Head & Heart both not on board = STOP / Don't Act	Head & Heart both on board = GO / Get in Action	Head & Heart not on the same page = ASSESS

The yellow lights are the most challenging and are the ones that tend to keep us stuck and/or cause issues. The key is to recognize when we're at a yellow light and find a way to either turn it to a red light or a green light.



The exercise on the next page can be a really helpful formula and tool to use to help you serve as a conduit for positive change.

The next time you find yourself or others stuck and struggling to take action, encourage them to identify their MVD and their yellow-light goal and see what will help them change it to a green light.

Yellow Lights



Yellow Lights occur when our head and heart are not in alignment. In fact, the root cause of many of our challenges (e.g., individual struggle and drama or organizational challenges with engagement or recruitment) are a result of hanging on to yellow lights too long.

Identify a MVD (Most Valuable Decision) you are facing; this can be in any area of your life (health, team, finance, relationship, leadership, time, parenting, personal development, career, leadership). Think of it as a goal in life that you've struggled to take action in achieving.

- ❖ My Yellow-light goal/MVD:

- ❖ What are your anxieties and doubts around the goal that's causing the yellow?

- ❖ If you're still stuck, it's an opportunity to look closer at your limiting beliefs:
 - What's your belief that keeps you on the sidelines?

 - How is this belief serving you?

 - What is this belief costing you?

Emotional Agility

The exercises in this section you can use for yourself and leverage with your colleagues to help expand your language vocabulary and build emotional agility. This is a critical skill, as our VUCA world triggers us and challenging emotions end up hijacking us.

"Leaders must invest a reasonable amount of time attending to fears and feelings or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior."

~Brené Brown (Dare to Lead)

Enhancing Emotional Literacy & Agility



In Brené Brown's latest book, *Atlas of the Heart*, she uncovers how extremely important it is that we have the proper language to make sense of our experiences. Without being able to accurately name our feelings and experiences, we struggle to get the help we need, we can't effectively regulate or manage our emotions in a way that allows us to move through them productively, and our self-awareness is diminished.

As humans, we are meaning-making beings. Having a clear sense of place - understanding where we are and what we're experiencing - is central to being able to process what got us here and where we need to go next. Without enhancing our language and ability to accurately name our emotions and experiences, it's like being lost without a map - and it's much more likely that our Reactive Mind will hijack us and prevent us from having the impact we desire.

As we start to grow our emotional vocabulary, we can ask ourselves 3 critical questions that are central to meaning-making:

- **Where am I?** (i.e., what am I experiencing and feeling in this moment?)
- **How did I get here from there?** (i.e., what happened, what stories did I create from the experience, what pivotal points along the way to getting here are worth noting?)
- **How do I get there from here?** (i.e., what am I wanting for myself? What impact do I want to have? What do I need to hold onto or let go of in order to get to where I'm wanting to be? Do I need to ask for help, give feedback, set a boundary, etc.?)

"Emotion and cognition unexplored drive every decision you make; you either develop self-awareness or these things control you."

~Brené Brown

Becoming an Emotion Scientist

Too often, we deny ourselves and one another the permission to feel. We suck it up, avoid the difficult conversations, explode at loved ones, stress eat or drink without knowing why, and the list goes on and on. We lose the ability to even identify what we're feeling and go a little numb inside; when this happens, there's a long list of unwanted outcomes that follow. We need to become "emotion scientists" – learning the skills to use our emotions wisely rather than suppressing or ignoring them by leveraging RULER:

RECOGNIZE emotions in self and others

UNDERSTAND the causes and consequences of feelings

LABEL and name our emotions

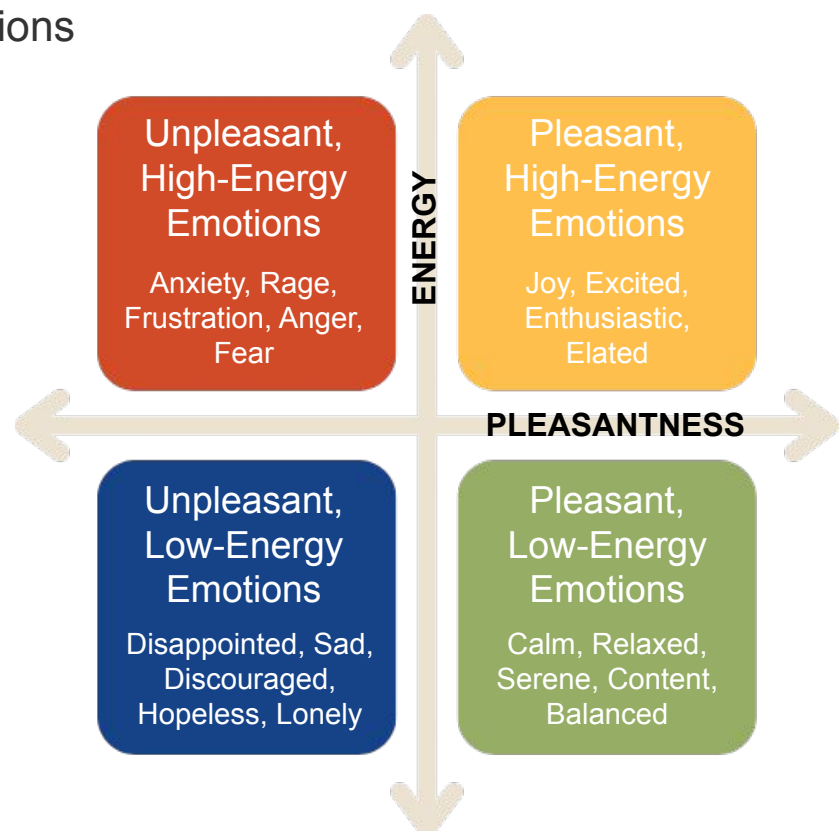
EXPRESS our emotions

REGULATE our emotions



Download the
Mood Meter app
to track your emotions
and learn new ways
to support your wellbeing!

HowWeFeel.org





Tools to Influence Others

Tools to support you in calling others to greatness to lead and influence positive change.

Spheres of Influence



Stepping Fully into Being an Employee Owner

Being a conduit for positive change requires recognizing where to place our attention and energy:

- **Sphere of Control** – At the end of the day, the only thing we can control is Ourselves. We have control over our Frame, our stories and interpretations, our reactions, and our behaviors.
- **Sphere of Influence** – We can leverage the tools in this Guide to help us show up as the best version of ourselves, be curious, listen effectively, and collaborate with others to grow our Sphere of Influence. Remember, showing up as a leader means we are maximizing our positive impact on others; this means we are leveraging our Sphere of Control to maximize our Sphere of Influence.
- **Sphere of What We Can't Control** – There will always be things outside of our control. But we don't want to let those be an excuse for why we can't show up as our best selves. We need to call ourselves – and others – to greatness so that we can effectively show up as leaders and owners and maximize the impact of us living our WHY...in spite of the circumstances. We must not let perfection be the enemy of progress!



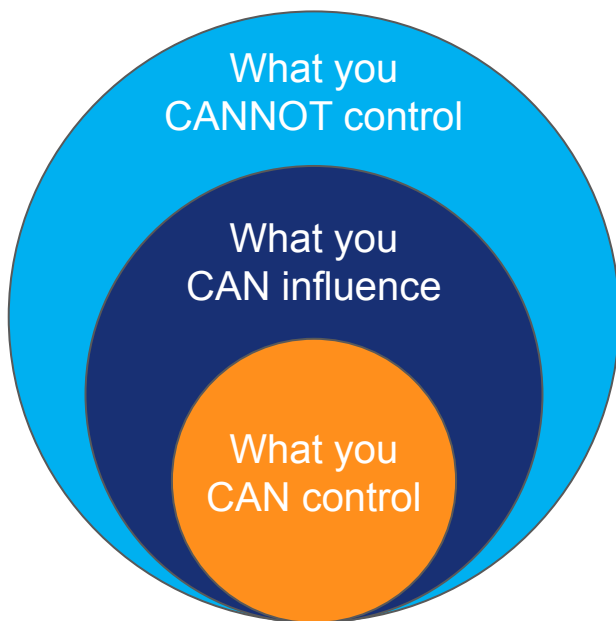
Complete the table on the next page to identify your spheres of influence and discover where to put your attention and energy.

Then, reflect on your learnings and rewrite your narrative for more productive outcomes.



Growing Our Influence

Take a few minutes to do a mental purge. In each of the columns below, list anything getting your mental and emotional energy right now (personally or professionally) or that's causing you stress. Then answer the reflective questions on the following page.



What I Can't Control	What I Can Influence	What I Can Control

Spheres of Influence Reflection



1. In looking at your Spheres of Influence, what are you noticing? (e.g., where are you focusing energy on things you can't control? Where are you not influencing to the best of your ability?, etc.)

2. What narrative/story are you telling yourself that hinders you showing up as a leader or might be negatively impacting your stress?

3. How do you want to rewrite your narrative to have a different, more productive outcome?

Listening

The exercises in this section you can use for yourself and leverage with your colleagues to help you more effectively embody the HOW to Be a Team Player and strengthen relationships.

Listening is Your Superpower

Most of us do not really listen well; we tend to listen with the intent to reply (which makes the conversation all about us and has the other person frustrated and not feeling heard). Instead, we need to learn to listen fully and **listen to understand**.

Listening for What Matters

One of the most powerful things you can do is to listen – really *listen* to others. Listening is a Super Power! It requires self-awareness and self-managing, listening with a spirit of service, being on the Learner path to be curious about the others' experience, and asking open & honest questions. Here are 3 powerful tools to effectively listen:

- ❖ **Set a Clear Intention.** Before you go into any interaction with another person, take a moment to make being fully present more important than your own goal/agenda. Then ask yourself the following 2 questions:
 - *What do I want for the other person in this conversation?*
 - *What do I want for myself in this conversation?*

Also, get clear about what your perceived notions are about what's going to happen in the interaction, meeting, etc. and challenge yourself to be open and curious instead; focus on being fully present.

- ❖ **Leverage the Rule of Three.** Make it a practice to ask 3 open & honest questions before proceeding. Very rarely do people actually get to what matters most after the first question; it's usually a surface, automatic or politically correct answer and almost never what really matters to them. Here are some sample open & honest questions that can help uncover what matters:
 - *I see...and what's important to you about that?*
 - *What else? How else?*
 - *Given what you just shared, what else is important here?*

Also, get clear about what your perceived notions are about what's going to happen in the interaction, meeting, etc. and challenge yourself to be open and curious instead; focus on being fully present.

Listening for What Matters (continued)

- ❖ **Frame the Conversation** - Too often we blindside people with questions that they are not prepared to answer; and many times this can automatically trigger self-protective behaviors. Framing is a way to prepare people to be able to give you an answer. Here are 3 elements of Framing:
 1. **Gentle Signal** - these are ways to let the person know that a question is coming; it gives that person a few seconds to get ready to receive a question.
 - *So...*
 - *I'm curious about something...*
 - *I've been meaning to ask you...*
 - *I'm wondering...*
 2. **Give Context** - these are ways to give a person the reason and purpose for your question and helps them focus (this is especially important in emails).
 - *Because we know that XYZ...I'm curious about...*
 - *Given that X has happened...I'm wondering...*
 - *I know it's been quite a challenge up until this point...*
 3. **Give Guidance** - these are ways to help a person be ready for the type or amount of information you're seeking. This can be really helpful if you're short on time or if you know that people tend to be more scattered.
 - *I'm wondering about XYZ right now...*
 - *For now, I just need your perspective on ABC...*
 - *I know there are a lot of moving parts here; what I'm wondering for now is...*

Sample Open & Honest Questions to Help Understand Others' Experience

- What was that like for you? What is the impact that had on you?
- How did that help you be the best version of yourself?
- What did that prevent you from doing?
- Given what you experienced, what is feeling really important to you right now?
- Given what transpired, what are you wanting more of for yourself?....less of?
- What would it look like if you were great [right now, in this situation, etc.]?
- If you could change ONE thing at Harcros that would help you to be the best version of yourself, what would that be and why?
- What should we start doing?
- What should we stop doing?and how would that help you show up as the best version of yourself so you can maximize your positive impact on others? (i.e., show up being great)

Five Levels of Listening

Effectively serving as a conduit for positive change requires leveling up your listening skills. It is a core human need to feel heard and seen and to matter. When we fail to honor those needs in our listening (or lack thereof) of others, it not only makes relationships harder but makes it harder to navigate change and thrive in the midst of our VUCA world.

Level 1 Listening: Closed Listening

- ❖ Enduring; listening because we have to
- ❖ Distracted
- ❖ Assuming we already know or don't really care
- ❖ "Blah blah blah"

Situations / People Where I Use Level 1 Listening:

Potential Costs / Impact from Me Listening This Way:

Level 2 Listening: Listening in Our Head (ME-focused)

- ❖ Listening to what's in your head; listening to yourself, not others
- ❖ Listening to respond; planning your answers
- ❖ Hijacking the conversation or one-upping the other person
- ❖ Frequently occurs when you are with people you admire or think are "better" than you

Situations / People Where I Use Level 2 Listening:

Potential Costs / Impact from Me Listening This Way:

5 Levels of Listening

Level 3 Listening: Listening with Our Ears Only

- ❖ Listening for the facts; only paying attention to the words people say
- ❖ Analytical, advice-giving (problem solving)
- ❖ Useful for gathering content but not useful to connect with people; no longer works when emotion enters the conversation

Situations / People Where I Use Level 3 Listening:

Potential Costs / Impact from Me Listening This Way (when connection and humanity is needed):

Level 4 Listening: Listening with Our Hearts

- ❖ Paying attention to emotions present in conversation
- ❖ Requires us to be willing to step into the arena and embrace vulnerability
- ❖ Requires us to enhance our emotional literacy
- ❖ Acknowledge emotions are present and invite authentic sharing:
 - You seem...[emotion]
 - You look...[emotion]
 - I can see how important this is to you.

Situations / People Where I Use Level 4 Listening:

Where I Miss Opportunities to Use Level 4 Listening – and the Potential Costs / Impact:

5 Levels of Listening

Level 5 Listening: Open Listening

- ❖ Listening with a spirit of service
- ❖ Paying attention to words, emotions and what the other person values
- ❖ Listening for what matters

Situations / People Where I Use Level 5 Listening:

Where I Miss Opportunities to Use Level 5 Listening – and the Potential Costs / Impact:

As much as possible, we want to try to **listen to understand** and **listen for what matters** (i.e., leveraging level 4 or level 5 listening), it takes intentionality to do so. And we are on autopilot most of the time, so it's easy to start listening to reply (and get sucked into levels 1-3 listening).



Pick a relationship where you know you tend to more easily listen to reply or listen with levels 1-3. Challenge yourself to practice listening tools 1 (setting a clear intention) and 2 (leveraging the rule of 3). As you listen to their reply, layer in level 5 listening and notice what happens.

Leveraging Listening to Build Consensus



As employee-owners, we face many situations where we need to reach consensus in a group and make important decisions. The following are guidelines that are key when the goal is to reach a true consensus:

- Avoid arguing for your own individual judgments. Approach the task on the basis of logic.
- Avoid changing your mind if it is only to reach agreement and avoid conflict.
- Support only solutions with which you are able to agree at least somewhat.
- Avoid "conflict-reducing" techniques such as majority vote, averaging, or trading in reaching your decision.
- View differences of opinion as a help rather than a hindrance in decision-making.

When it comes to group decision-making, there are key behaviors that help build consensus and those that hinder consensus:

Building Consensus	Hindering Consensus
<ul style="list-style-type: none">● Concern for others● Listening● Identifying and using resources● Discussing underlying assumptions and logic● Testing consensus and disagreements● Process orientation	<ul style="list-style-type: none">● Domination by a few● Withdrawal● Tendency to make quick decisions● Testing strength● Avoiding confrontation● Trading and compromising



Leverage Listening Sessions

One of the most powerful ways to understand other people's experience is to hold listening sessions. Just as the name implies, these are for listening and taking in feedback to understand what it is like for your fellow employee-owners. The ideal format is small group (no more than 18 people) for ~45-60 minutes; however, listening sessions can be abbreviated and be held on a 1:1 basis and be just as effective.

Guidelines:

- Have a specific topic to focus the listening session.
- Let people know what the topic is when scheduling the session; consider giving them some prep questions ahead of time so they're ready to come and share their feedback.
- Try to have another person available to take notes from the session so you can focus on listening and facilitating
- Make sure to circle back with participants so they know what became of their feedback.

Sample Outline of a Listening Session (60 minutes)

- **Introduction / Welcome (~5 minutes)** – Thank everyone for coming and explain the purpose of the session (i.e., to understand their experience and provide them an opportunity to help show up as leaders and shape the experience at Harcros).
- **Introduce Topic (~5 minutes)** – Example: What it Means to be a Leader and an Employee-Owner
- **Questions (~45 minutes):**
 - If leadership is about being the best version of yourself so you can maximize your positive impact on others, tell me a story of when/how you're able to be the best version of yourself at work. What's the IMPACT that has on you?
 - Tell me a story of when/how you aren't able to be the best version of yourself at work. What's the IMPACT that has on you?
 - If we could change one thing that would help you show up as a leader, what would that be?



Leverage Listening Sessions

As you're listening to people's stories and experiences, make sure to ask questions that help you understand the IMPACT these situations had on people. This is critically important for understanding their experience and also for pivoting away from "recreational complaining."

After the listening session, categorize the suggestions into one of 3 categories:

Quick Fixes	Mid-Term Projects	Long-Term Change
<p>Easy, low-hanging fruit items that can be fixed with minimal cost or effort yet can make a huge impact in building trust and showing people they are heard.</p> <p>Examples:</p> <ul style="list-style-type: none">• Updating a policy• Fixing something• Providing supplies	<p>Changes that take a little more effort but can likely be accomplished in a fairly short time-frame.</p> <p>Examples:</p> <ul style="list-style-type: none">• Creating more opportunities for people to get to know their colleagues better.• Improving timeliness and relevance of communication.	<p>Will take deliberate thought, planning, and resources to support.</p> <p>Examples:</p> <ul style="list-style-type: none">• Developing and communicating clear career paths.• Changing organizational structure to better foster collaboration and reduce siloes.



- ★ **Lead by example by actively listening to understand.**
- ★ Practice holding back a little longer before you jump in during a conversation; many times our first thought or instinct to jump in is not really what's needed or what will be helpful. And leverage the Rule of 3.
- ★ Practice setting an intention before any meeting or conversation.
- ★ Partner with your leader to host Listening Sessions.

Feedback

The exercises in this section you can use for yourself and leverage with your colleagues to help strengthen your ability to have open, effective feedback conversations.

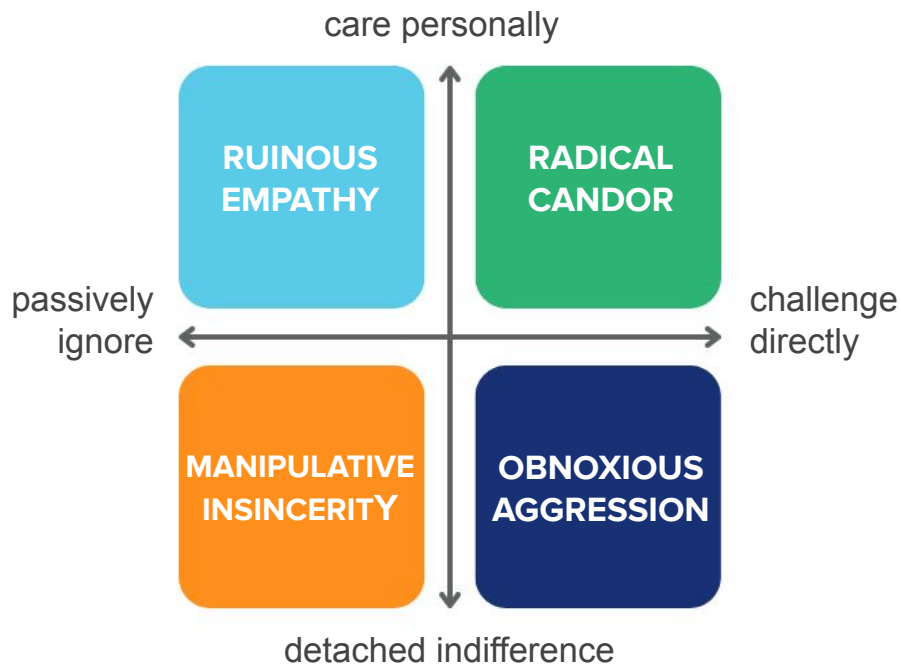
Radical Candor



Effective feedback stems from a place of Radical Candor or Truth with Care; this is the intersection of caring about another person personally and being willing to challenge directly.

Care Personally – Being curious and seeing others as human beings. Embrace an Outward Mindset to see them as unique individuals with needs, challenges, and objectives. It's caring enough about the people you challenge to let go of your vanity and worries about what they'll think of you – because it isn't about you.

Challenge Directly – Providing direct and honest feedback without being rude or nitpicking. It involves informing people when their work is not up to the mark, pointing out safety or quality concerns, and redirecting the project when not yielding the desired results. It is about delivering hard feedback that is necessary to achieve actual results.



Clear is kind, Unclear is unkind.

Hiding the truth to avoid discomfort is not helpful. If we're honest, it is about making ourselves feel better, not others. Being unclear is unkind and selfish. It robs others of the gift of feedback and the opportunity to grow.

Source: Kim Scott (Radical Candor)

Leveraging Meaningful Feedback

Many of us are unaware of how our actions affect others (positively or negatively) unless people tell us. Providing honest feedback is essential, especially when it relates to negative impacts. Meaningful feedback conveys our feelings, the specific behavior, and its impact. Remember: clear is always kinder.

Effective Feedback Formula

Clear and effective feedback includes three key elements:

Feelings - Behavior - Impact

Primary Feelings: Your feelings related to the behavior. Focus on how you feel vs. how you perceive others to feel.

Specific Behavior: What the person did. They need to know what led to you feeling a certain way; the more specific you can be, the better.

Impact: The impact of their behavior. Explain how the behavior impacts you, your team, or the organization. Most of us have blind spots and may be unaware of our impact. Including this helps connect the dots so they see the results of their behavior.

Growth Feedback Example: “Sue, I am **frustrated and discouraged** with what seems like a reliability issue. **I have repeatedly asked for the deliverables you promised, and they do not meet our agreed-upon standards.** The result is that **I cannot move forward with my part of the project and am missing my deadlines - which means the other parts also can't move forward.** I'd like to understand what's going on with you so we can find a path forward where we both can be successful with our parts.”

Recognition Feedback Example: “Benjamin, I am **inspired** by your commitment to our continuous improvement journey. **The time you took to acknowledge and explain our process to the XYZ department not only saves us time; it will help us better align to serve our WHY and customers.** We are a better, stronger team because of you.”



CHALLENGE: Use the F.B.I. Feedback formula to give someone recognition on daily basis. Lean into it when growth opportunities arise.

Strengthening Trust with Others



Trust Defined: Trust is choosing to risk making something that you value vulnerable to the actions of another person. *(Charles Feltman)*

You make yourself vulnerable by entrusting various aspects of your life to others, whether concrete (like money or a job) or intangible (like beliefs or your reputation), in the hope of receiving support or avoiding harm.

Distrust Defined: What I have shared with you that I value is not safe with you.

When we don't feel that what we value is safe with another person (i.e., will be dismissed, shared with others, be manipulated, etc.), we don't extend trust. What gets in our way is our instincts to look good, self-protect, and "armor up."

Building Trust – Trust is a BEHAVIOR

Trust is built in every behavior and action we make; building and maintaining trust requires great intentionality. To be an effective team, it is critical to feel safe and trust each other so you can speak straight, make effective decisions, and support the purpose and mission of the organization.

This requires moving away from self-protection into great courage – being willing to be vulnerable and show up and be seen as your authentic self when you can't control the outcome. When everyone on the team trusts one another, no one hides weaknesses or mistakes; you speak more freely and fearlessly with one another; and you don't waste time pretending to be something you're not.



Sometimes, we may write someone off as untrustworthy because we hold trust at a character assessment level. The reality is that trust is built (and eroded) in small moments.

In the exercise on the next page, use BRAVING to learn how to move trust from being a character assassination of others to pinpointing the behaviors that make trust challenging.

Trust with Others Reflection



Think about someone at work with whom you have built a strong, trusting relationship.

1. What are some of the small gestures that have helped you build trust? (e.g., asking for help or offering to help; openly discussing struggles; doing what you say you're going to do).

Now think of a colleague with whom you want to build greater trust.

2. Identify the colleague's strongest BRAVING element and a specific behavior that embodies it. (e.g., *Element: Boundaries; Behavior: they ask for help when needed*)

Strongest Element: _____

Behavior: _____

3. Identify the colleague's most challenging BRAVING element and a specific behavior you think would improve that element. (e.g., *Element: Vault; Behavior: they don't share what isn't theirs to share, including with you*)

Most Challenging Element: _____

Behavior: _____

4. Realizing that you can't change another person's behavior, reflect on how you show up in your relationship with this colleague. What is your strongest BRAVING element and one behavior that embodies it? What is your most challenging BRAVING element? What is one new behavior you commit to practicing in order to improve trust with that colleague?

My Strongest Element: _____

Behavior: _____

Most Challenging Element: _____

Behavior: _____

Ditch the Drama

The exercises in this section you can use for yourself and leverage with your colleagues to help diffuse drama so you can more effectively operate from a place of neutrality.

Recognizing & Avoiding Drama Triangles

Drama triangles can show up in numerous situations and relationships at work.



Preventing Drama Triangles



Here are some tips to help you stay out of the Drama Triangle.

Strategies to stay out of the VILLAIN role:

Villains operate from a place of blame and judgment and are focused on finding fault and being “right,” thus stifling open discussion and keeping attention on the problem. The key to prevent this role is to move to a place of self-reflection and curiosity.

Take Responsibility for Your IMPACT—Intended or Unintended

- Acknowledge and consider others’ needs as well as your own.
- Manage your anger, fear or anxiety *before* taking action.
- Give up blaming, judging, shaming, raising your voice, eye-rolling and sarcasm.
- Check out all assumptions before acting on them.
- Do not participate in covert activity or unilateral decisions.
- Refuse to participate in scapegoating anyone.
- Ask for and incorporate feedback.

Strategies to stay out of the VICTIM role:

Victims feel powerless to effect change and avoid responsibility, often complaining and whining or arguing for why they can’t have what they want. They wait for someone else to fix the problem.

Initiate a Difficult Conversation When Something Bothers You

- Be aware of your own needs; work to meet your needs yourself (vs. relying on others to meet them for you) and notice when you need to alter your strategies.
- Ask others specifically and directly for help in meeting your needs (don’t assume they’re mind-readers or know already).
- Eliminate pulling a third party into the Hero role.
- Give up trying to get others to side with you and demobilize your army of support.
- Offer at least 3 possible solutions when you see something isn’t working.
- Be proactive rather than reactive.
- Speak up when you see a problem – rather than appeasing, staying silent or waiting for others to act.

Preventing Drama Triangles



Strategies to stay out of the HERO role:

*Heroes seek temporary relief from suffering by trying to be the rescuer. They think they can control and change the situation and are seeking some sort of reward by helping others “Feel better” because of their actions; so they apply a “solution” to the “problem” to avoid feelings or discomfort.

Call people to greatness rather than trying to rescue or save them!

- Be mindful when you're tempted to tap out and avoid dealing with situations; lean into vulnerability instead and stay curious.
- If you are tempted to step in, explore your own needs and find alternative strategies.
- Offer to help the other parties identify their feelings, needs and possible strategies.
- Decline to participate in gossiping.
- Offer coaching or role-playing without taking sides.
- Set limits with people who want to keep complaining rather than acting.
- Don't confuse compassion with triangulation.
- Act like others are capable of handling their own problems, because they are.

Try This!

- Lead by example by challenging your own assumptions for the things that push your buttons and derail you.
- When you notice others being triggered (attached to being “right” and operating from a place of judgment), gently and firmly challenge them:
 - I hear you're frustrated. I'm curious about the assumptions you might be making in this situation?
 - I totally understand about being frustrated. When you're triggered, do you think you're showing up in a way that is helpful for the situation?
 - If you weren't attached to being right, what's one thing you would do to be helpful or add value here?
 - What's one possible alternative way of seeing this situation that might lead to a more productive outcome?

Respond to Facts, Not Story



When people are feeling threatened (especially with the unknown of what culture changes will bring), they will tend to get sucked into drama rather than reality. Your role as an Ambassador is to help people stay rooted in reality and be an advocate for positive change. This requires being able to help people distinguish between what happened and the dramatic reenactment in their stories about what happened.

Ask yourself (or others) the following questions:

- *What do I/you believe in this moment?*
- *What do I/you know for sure? (what are the facts?)*
- *Who am I/are you as an employee-owner when I/you believe this story?*
- *Without this story, what would I/you do to help?*
- ***How can I/you help?***
- *What is the very next thing I/you can do to add value right now?*

***Point to Remember:** Overreactions stem from our Ego (which operates from a place of self-protection). However, the resolution to take the next right action comes from selflessness – the desire to serve the greater good (aka the WHY). It requires giving up the need to be RIGHT and getting on the Learner Path, clarifying needs and calling ourselves and others to greatness and creativity to find a solution. Find neutrality and rid yourself of defense by responding with the following (instead of voicing your first reaction):

- Good to know
- Wow
- I see
- Thanks for sharing
- Here's how I can help



Additional Tools

Additional tools to support you in leveraging the Guiding Principles of Culture and serve as a conduit for positive change.

The 5 C's to Foster Clarity & Alignment

Leveraging the 5 C's helps foster clarity and alignment around work and projects.

COLOR

Paint the full picture about what we're doing and why, including:

1. Setting a clear intention
2. Assigning the level of importance
3. Answering *"What does done look like?"*

CONTEXT

No one has optics on everything that's going on in an organization. What's happening in other areas (both within and outside of the organization) that will impact or be impacted by this decision or deliverable?

CONNECTIVE TISSUE

How does this plan / strategy / decision / deliverable connect with other strategies we're trying to move forward? How does it solve or amplify what's already happened or what's happening now? Or, how does it lay the groundwork for what hasn't happened yet but is part of the vision for the future?

COST

What will it cost us to do this in terms of money, time, bandwidth, focus, priority shifts, etc.? Is this cost tolerable? Expected? Agreed upon? Controversial? Communicated?

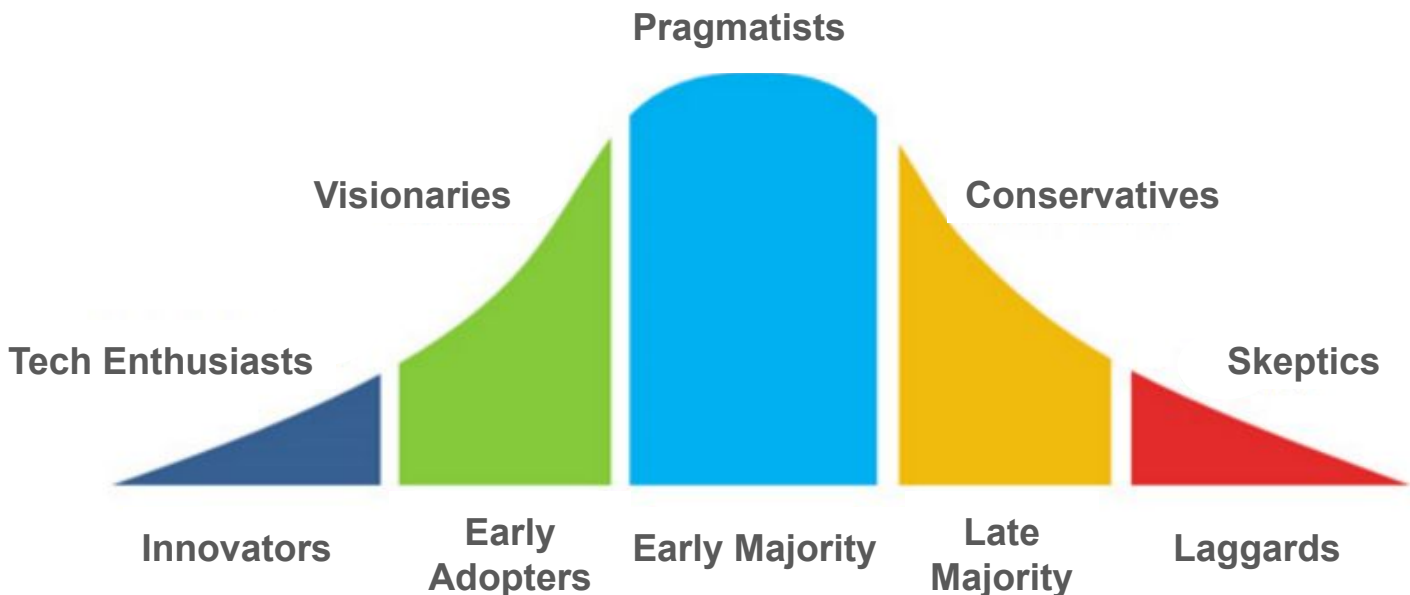
CONSEQUENCE

What are the consequences of not doing this? What is at stake? What are the consequences of getting it wrong? Are there any unintended consequences that we can anticipate or problem-solve now?

When you notice yourself or your team members getting really stuck in the weeds, taking their hands to use the 5C's to walk back up to the balcony can help to re-energize and refocus people. And sometimes we need someone operationally focused to use the 5C's to walk us down the stairs to the dance floor to understand the realities of executing on our ideas.

Law of Diffusion of Innovation

We use the Law of Diffusion of Innovation as a framework for thinking about culture change. Anytime something is new, adoption tends to follow a predictable pattern:



INNOVATORS & EARLY ADOPTERS – The people who are early and quick to jump on board (and hopefully describes you as an Ambassador). These are the people that will help build energy and traction; however, as you can see from the curve, they are a smaller group.

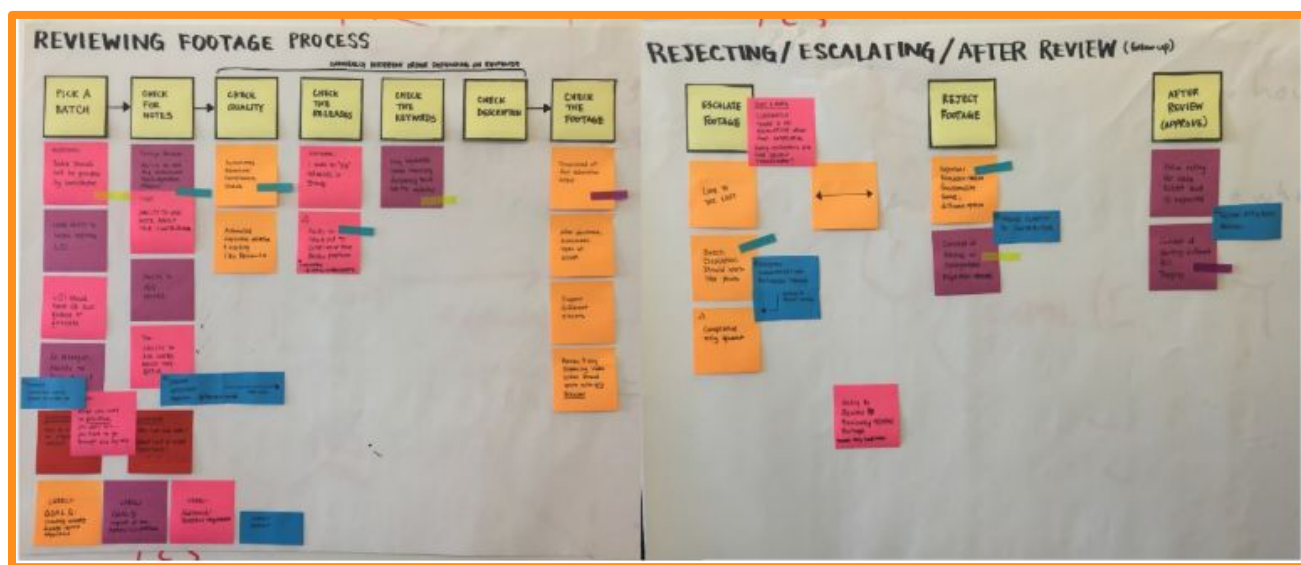
EARLY MAJORITY – The people in the middle who can be swayed either way. They are typically sitting back a bit waiting to see how things turn out – to see if this “culture thing” or “WHY thing” is going to go away. As you build momentum via the Innovators and Early Adopters, more of the Early Majority will engage and be on board; this is when you start to hit a critical mass and tipping point for adoption of this work.

LATE MAJORITY – The people who will take longer before they are on board. They need to be convinced (and see “proof”) that a change is worth it and will make things better for them. They aren’t necessarily against it; they just need time to embrace it.

LAGGARDS (aka Detractors or Skeptics) – The people that may never be on board. Although they are small in numbers, they frequently are loud and can take up a lot of attention (and are usually rooted in a lot of story and drama). If you let them, they can frustrate and derail you; and they can also influence the Late Majority and even the Early Majority if you give them space to do so.



Leverage Process Maps



Process Mapping Steps:

- Determine what process needs to be more closely examined.
- Have a few different colors of square Post-It note pads.
- Use a black marker (ideally – easier for everyone to read).
- Find a blank spot on the wall.
- Write one step per Post-It note; post on the wall.
- Get the entire process mapped before you start debating or changing; the point is to see how it is currently done and what is known to then start to more easily see where there are gaps, confusion, etc.
- As you add and move Post-Its around, have a discussion around the impact the potential changes will have. And note where there may be larger issues that are getting in the way that need to be addressed.

Try This!



- ★ Lead by example by regularly asking what is getting in the way of people being fully effective and living our WHY.
- ★ When a Systems issue is uncovered, pull people together to engage in a process mapping activity. Part of showing up as an owner is taking initiative to determine where there are gaps and move towards finding a viable solution.