

One-Pagers

BLUEPRINT FOR ORGANIZATIONAL SUCCESS

THE TWO PARADIGMS

THE FRAMEWORK OF LIFE

FREEDOM V

LEADERSHIP

INFLUENCE

TENENTS OF REFERENT POWER

PROJECT MOOD CURVE

THE TWO CIRCLES

MOMENT OF TRUTH

CONFLICT RESOLUTION STYLES

PROPER USE OF EMOTIONS

EFFECTIVE COMMUNICATION

TYING IT ALL TOGETHER

BLUEPRINT FOR ORGANIZATIONAL SUCCESS

3 Key Elements of Organizational Success

1. PURPOSE

We join organizations in the pursuit of a life of meaning. In order to build a successful organization, you need to find and name your true purpose (THERE).

2. STRUCTURE

The language, mental models, and roles an organization puts in place in order to achieve the purpose.

3. RESOURCES

The tools and individuals that operate the structures, bringing the organization to life and making the structures (and therefore the purpose) achievable and meaningful.

An **organization is any group of people that come together for a purpose (marriage, work, social groups, governments, sports, religious institutions, etc). That purpose could be "fun" or "money" or "belonging" or "celebrating a specific personality". It could be stated, implicit, or subconscious. A healthy organization has clarity of purpose (THERE) and creates structures/provides resources to invite all participating members into that purpose.*

What is Culture?

- Culture is one of the most essential structures for building a successful organization. We define culture as "a consensus among members of an organization concerning what is treated with honor and what is treated with shame".
- Culture develops through shared language and the set of values communicated within the organization.

THE TWO TYPES OF CULTURE

- **Don't-Make-A-Mistake Culture:** perfection (or the facade of perfection) is the unwavering end, means, and expectation. Members are shamed for failing and honored for perfection (either real or imagined).
- **Create Something Culture:** a mission or purpose is the driving force behind the organization. Anything, including learning from failures/mistakes, that serves the mission is treated with honor.
- In a healthy organization, the culture flows from the true purpose. In a dysfunctional organization, the culture follows some other standard (boss personality, money, etc.) that drives the participants away from the true meaning of the organization.

HOW CAN THESE TOOLS HELP TO CREATE/CHANGE CULTURE?

- These tools provide the resources necessary to discover true purpose and build organizational culture.

What are the values that are communicated within your organization? (Either explicitly or implicitly) What type of culture does your organization exhibit? Give examples for your reasoning.

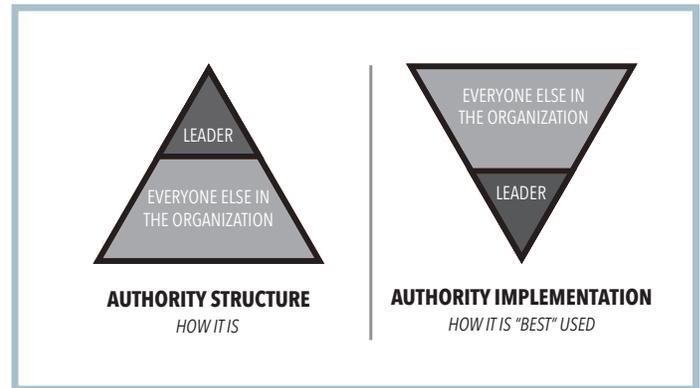
NOTES

THE TWO PARADIGMS

- Structure demands behavior. The perceived purpose of an organization works a bit like a magnetic field, pulling everything into it.

- The traditional pyramid reflects the reality of all organizations, that there is a legal authority. In companies, it is the power to hire and fire, promote and demote, assign roles and responsibilities, delegate authority, etc. It is the way it is.

- The contrast is between the traditional paradigm where legal and functional are the same and the inverted paradigm where legal authority remains “traditional” but the authority chooses to apply the power in an “inverted” manner. To enable, equip, delegate clear missions, clear freedom V’s, and create a self-governing organization.



The traditional paradigm of an organization is an upright pyramid. At the top is the leader.

- The leader is strongest and gets the best spoils.
 - The leader takes care of the others.
 - The leader dictates responsibility and hands out rewards.
 - A hierarchy of authority develops and everyone is trying to climb as high as possible up the pyramid.
 - Others figure out their place, receive the requisite spoils, and do the necessary tasks associated with where they land.
- The traditional pyramid is necessary as an **operational** structure for every organization. For the sake of clarity and efficiency, we need this structure in order to operate day-to-day tasks, organize responsibilities, and provide a system of decisiveness.
 - The trouble comes when we try to take this operational necessity and apply it to other structures where it is less effective. When this hierarchy structure becomes our definitive structure, the resulting culture creates chaos, apathy, and is relatively unproductive.

INVERTED PYRAMID PARADIGM

- The structure of self-governance invites people to consider the meaning of the organization and how they might contribute to it.
- A self-governing organization (inverted pyramid) is a franchise of humans who love what they do and are clear about what the championship trophy is. Instead of pursuing the spoils of a role, the members of the organization share a truly meaningful mission. Everyone is in it together. In this paradigm, the leader serves the people. The boss is not the one “in charge”, but the one who serves and delegates.
- The operational structure remains in place. But an organization can decide, as part of its structure for building culture, to flip the pyramid upside down. Authority still holds as necessary in the traditional pyramid, but ownership in decision making (as one example) is entrusted to the person most equipped to make the decision.

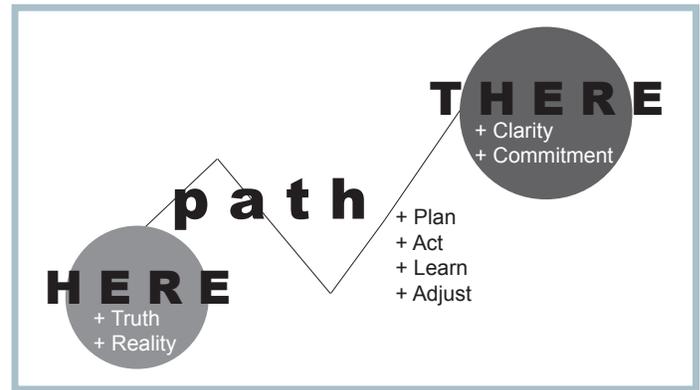
A self-governing organization is:

- Based on purpose rather than personality.
 - The employees take responsibility for the business. The kids take ownership of participating in the family.
 - The leader does not dictate the way. The participants with the “highest” roles are there to serve, equip, and empower others.
 - Members do not fall in line to get a paycheck, please the boss, avoid getting fired, or climb the ladder as a hopeful usurper. They participate. All pursue mission, purpose, and meaning together.
 - Participants in a self-governing organization take ownership of the vision and values.
 - Self-governing workers are more productive. It stands to reason doing something with a sense of purpose and recognition moves us to excel.
 - The inverted pyramid allows a structure for us to be tasked, motivated, and evaluated by purpose.
- Every member of the organization has a current and active investment in the mission. This is the heart of self-governance. It is about co-owning the vision.

List an example of an organization you have observed using the Inverted Pyramid as part of the organizations structure?

In your opinion, what paradigm does your organization operate under? Why do you think that?

THE FRAMEWORK OF LIFE



There-Here-Path

THERE-HERE-PATH (THP) is the basic structure for how life works. We are motivated by an imagined future, a vision (THERE), requiring us to take stock of our current reality in relation to that vision (HERE) and make steps toward the achievement of that vision (PATH). This simple process of motivation, evaluation, and action is the foundation for all we do.

How Life Works

- I want to have good smelling breath (**T**). My breath stinks (**H**). I'll chew this piece of gum (**P**).
- Our family wants to go to Niagara Falls (**T**). We live in Nevada (**H**). We buy a map and load the car and start driving northeast (**P**).
- Our organization wants to make money (**T**). We have an idea and skilled professionals (**H**). We manufacture a product consumers will want to buy and we market it (**P**).

3 Ways to Use THP

1. htp

- **A problem-solving approach:** Everything else is clouded, blinded, and stunted until we get out of the destructive reality we are in. Our there is determined to be the absence of our current reality.
- Ex: I hate it here in Nevada (**h**), I need to get out of here; let's go on vacation (**t**). How about Niagara Falls; I'll gas up the car (**p**).
- Ineffective if there is no transcendent vision: problem-solving leads us to neutral, not to purpose. In the absence of a purpose, we will find more/new problems.
- Can lead to the habit of exchanging one problem for another (death of loved one leads to substance abuse, etc.) - a sort of whack-a-mole existence where you are constantly trying to subvert new symptoms rather than address underlying causes.

2. thp

- **PATH Tool:** helps us to reach milestones and goals. But leaves us wondering "what next?"
- Ex: I've always wanted to go to Niagara Falls; it is on my bucket list (**t**). We live all the way in Nevada (**h**). Let's just do it; I'll gas up the car (**p**).
- **Plan-Act-Learn-Adjust:** Where are our goals leading us? We need to evaluate and adjust to make sure our goals are leading to purpose.

2. THP

- **Transcendent:** We call this version of THP "the creative process" because it is about doing/being/ making something for its own end. The buck stops here. This is the true purpose. The end of the line. A Transcendent THERE is not, ultimately, about accomplishment. It falls under the category of "the journey is the destination".
- **Mission-Driven:** The motivation is about participating in our deepest values/vision.
- Ex: I want to experience the beauty of the world (**T**). We live in Nevada and I've always dreamed of witnessing the beauty of Niagara Falls (**H**). I'll gas up the car (**P**).

There

There are 2 things you need to have a good THERE:

- **Clarity:** Needs to be brief: think slogan not soliloquy. If you can't memorize it, it is too long.
- **Commitment:** If it is not based on our truest/deepest values, we will bail when things get tough. Has to be something we can fervently commit to.

Me THERE vs. We THERE

- We usually frame our options as "us versus them". The truth is what is beneficial for the individual and the collective are not mutually exclusive, but wholly interdependent on one another. A toxic vision is entirely insular. A healthy vision includes individuals and communities working in concert with one another.
- **Examples of Me THERE:** Seeking validation; Getting things my way; Receiving praise/credit; Feeling comfortable.
- **Examples of We THERE:** Provide a service for others; Foster a vibrant community; Understand the complexities of social justice; Share truth with others.

NOTES

Here

The majority of the tools we use are HERE tools. They cultivate an awareness of our HERE so that we can move towards our THERE with a true perspective.

- We are skilled at self-deception. The truth is too big for any of us to fully understand it. Therefore, HERE is actually the most difficult phase of THP.
- A false HERE grounds us in superficiality and falsity. We assume an inaccurate worldview; we are out of touch with reality. HERE is about aligning ourselves with reality, naming and accepting what is truly going on as best we can. In order to do so organizations must communicate truth as a value.
- Our HERE is constantly changing – it moves with every emotion and decision. Therefore, it needs constant evaluation, a humility-centric approach, and the tension of THERE to bring it into focus.

Path

This is how we get from *HERE* to *THERE*: Gazing toward our THERE, with an understanding of the realities of HERE, we set goals and reach milestones as we take steps toward our vision.

- **Goal Setting:** Goals are vitally important and should be set and pursued with intention. Goals ought to be SMART.

Specific: Clear and defined. “Lose weight” is not specific. “Lose 15 pounds is”. The more specific the goal, the more seriously we will take it. If a goal is vague, our pursuit of it will follow suit.

Measurable: Needs to be something you can tell whether you’ve succeeded or not. Transcendence is for the THERE; goals are practical. “I want to exercise” is not really measurable (how and when do you know it’s done?). “I want to work out every weekday for thirty minutes a day” sets an expectation wherein you can easily determine success or failure.

Achievable: Needs to be realistic. “I want to swim the Atlantic” is not a realistic goal and is so overwhelming you’ll never start. “I want to swim a mile” is.

Results Oriented: Needs to be based on your THERE. A goal of “I want to win the gold medal” doesn’t match with a vision of “I want to be a stay-at-home-dad”. Goals and vision need to align.

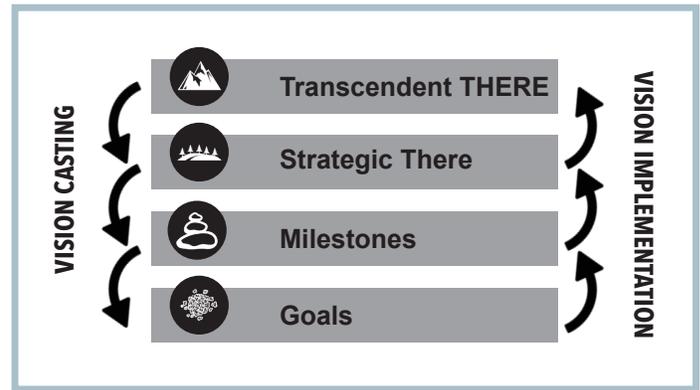
Time Bound: Needs an end date to force us to measure, and creates a boundary for us to pursue our goal within. “I want to lose thirty pounds” is not a Time Bound goal; as stated you could legitimately be working on it for fifty years! “I want to lose thirty pounds this year” helps set a time limit, which in turn allows you to evaluate and adjust your goals as necessary.

- **Measure Small & Measure Often:**
 - Keep your goals short and sweet. Evaluate if you achieved them (or not). And, whether or not you did, if the goal has moved you in the direction of your THERE. Measuring small and often helps keep us accountable and keep us on track.
 - A milestone is a larger goal; a significant checkpoint along the way.
- **Plan-Act-Learn-Adjust:** Set a SMART goal, chase it, learn from the experience, and then decide what goal to set next (based on the previous experience). Each time we act, our HERE changes and we learn more about the realities of pursuing our THERE. We need to be open to making adjustments so we continue to meet effective goals and milestones, as well as participate in our Transcendent THERE. There is not always *one* clear PATH in front of us, we may reach a crossroad where there are multiple paths to choose from. It is up to you to decide which path will most effectively move you closer to your THERE while also staying true to your organizational values

Do you have any specific goals you are currently pursuing or want to pursue? Why?

What are some examples of how you have already been using THP in your life this week? Which approach were you using - htp, thp, or THP?

THE NESTING THERES



Vision operates on multiple levels. We can use THP in all four of the following arenas. They are meant to nest together, each fitting within the other so that momentum and motivation drive us deeper into our journey toward our Transcendent THERE.

Transcendent THERE: The Key to Vision. The purpose, reason, and ultimate why behind what you are doing. We have to begin by knowing where we want to go. Why does it matter? What value are we chasing?

Strategic There: The End Goal. This is the last objective for a particular category of activities. Most organizations will have multiple categories of activities they manage simultaneously. Establishing Strategic Theres includes the difficulty of grouping activities into categories and determining the end goal for each category. These Strategic Theres help the organization to live out the Transcendent THERE effectively.

Milestones: These are the major checkpoints along the way. Big accomplishments that boost motivation and let you know you are on the right track to accomplishing your Strategic There.

Goals: These are daily, weekly, monthly tasks. What do we need to work on next? Remember to make them SMART. These move you down the path to completing Milestones.

Vision Casting Examples

- Learn about WW2 (Transcendent) - read all the books on WW2 (strategy) - Read specific series (milestone) - read first book of series (goal)
- Unity in marriage (Transcendent) - Confess mistakes, celebrate triumphs (strategy) - Share honestly as soon as things happen (milestone) - Intentional check in once a week (goal)

Implementation Examples

- Next subway stop (goal) - crossing boroughs on train (milestone) - last stop on the line (strategy) - Travel (Transcendent)
- Build water wells (goal) - Providing water for entire village/area (milestone) - Provide access to water for all people of the world (strategy) - Love/serve/ease suffering (Transcendent)

NOTES

Map out the different things you do on a regular basis. Are you being intentional about the vision you are pursuing and why you are pursuing it?

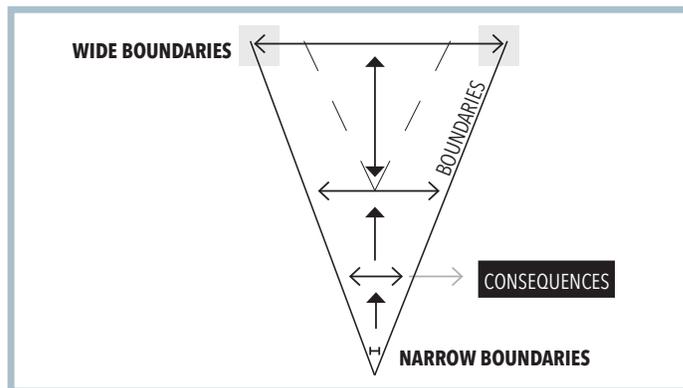
Do your Transcendent THERE, Strategic THERE, Milestones, and Goals nest together effectively?

HERE TOOL

FREEDOM V

- Boundaries and consequences help promote self-governance and keep people focused on the mission. The Freedom V is a HERE tool, a mental model for the vehicle that moves you along the PATH.
- Self-governance is the power to make choices, set boundaries, and steward responsibility without a dependency on external forces. Organizations that promote self-governance are the most effective because:

- They use the vision and values of individuals as a motivator rather than fear or an impersonal sense of duty. People work harder and more effectively if they are passionate about what they are doing.
- They treat participants as co-owners in the mission of the organization.
- They are centered on truth and reality. By acknowledging healthy boundaries and consequences, self-governance reduces the time we waste avoiding the realities of consequences and making excuses that derail us from otherwise pursuing the mission.



STRUCTURE DEMANDS BEHAVIOR

- Expectations & consequences create the structure or walls of the V, and must be clearly communicated.
- All behavior that lies within the V is permissible.
- All behavior that goes outside of the V is not permissible and must have some consequence attached to it
 - Consequences drive behavior. We have to follow through on advertised consequences or lose trust.
 - When an individual goes outside the boundaries of the structure, they experience a MOT* and are moved down the V, in other words their boundaries are tightened.
 - When individuals show propensity, they are moved up the V and given a greater level of autonomy.
 - Consequences should not exist simply to punish, they are developmental and exist to teach individuals how to live within the communicated boundaries.
 - People dislike perceived negative consequences, and will attempt to avoid them
- Meaningful organizations can use The Freedom V to communicate what is honorable and what is shameful.
- We want individuals to have all the freedom they can handle, but not more.
- The Freedom V is used to teach individuals the value of boundaries and encourage them toward self-governance, to create their own boundaries within the structure given.

CHARACTERISTICS IN THE BOTTOM OF THE V

- **Very narrow boundaries.** Minimal freedom, close level of oversight
- **Leadership Styles** typically used: Directive, Transactional
- **Types of Influence** typically used: Positional, Coercive, Reward
- Examples:
 - A toddler who doesn't yet understand how the world works
 - A new employee learning the ropes
 - An existing employee moving into a new position within the organization/or moving under a new manager

CHARACTERISTICS IN THE MIDDLE OF THE V

- **Narrow-wide boundaries.** Moderate level of freedom, moderate level of oversight
- **Leadership Styles** typically used: Transactional, Participative, Delegative
- **Types of Influence** typically used: Coercive, Reward, Expert, Referent
- Examples:
 - An employee who has been on the job for 6-12 months
 - A teenager going into high school
 - An existing employee who has recently been moved down the Freedom V

CHARACTERISTICS AT THE TOP OF THE V

- **Wide boundaries.** High level of freedom, minimal oversight
- **Leadership Styles** typically used: Mainly Transformational, sometimes Delegative
- **Types of Influence** typically used: Expert, Referent
- Examples:
 - A child going off to college
 - An employee who has demonstrated high levels of proficiency, an ability to self govern, and commitment to the mission

What are some examples of a time you've been in each of the three sections of the V listed above? How did you feel in each?

Why are boundaries important? What are some boundaries you have set for yourself in either your work or personal life?

*MOT on page 13

LEADERSHIP

Definition of Leadership:
Influencing Others to Get THERE.

Anyone can be a leader because all of us have the ability to influence one another. The way we steward our influence is the heart of leadership, whether we are in official roles or not.

There are **Five Leadership Styles**, with which we lead & develop individuals within our organizations towards our THERE.

1. DIRECTIVE

- Leaders assign the THP to others. They dictate where we are going and how we are going to get there. It is the least developmental, based mostly on Positional Influence. When this style is used, participants are placed relatively low on the Freedom V.
 - Directive Leadership is beneficial for individuals who:
 - Are new to the organization
 - Are new to the position/role

2. TRANSACTIONAL

- Leaders use positive and negative consequences to motivate others. If you do this you will get a reward. If you do not do this there will be disciplinary action. This style is based mostly on Positional, Reward, and Coercive Influence, and can be developmental when used in the short term to help teach consequences and develop good habits. When this style is used individuals tend to be low on the Freedom V.
 - Transactional Leadership is beneficial for individuals who:
 - Are grappling to understand or accept the vision
 - Need reinforcement for meeting (or failing to meet) expectations/boundaries

3. PARTICIPATIVE

- Leaders show others the THP, participating in some capacity to empower and guide them towards the THERE. This style relies mostly on Expert Power, and is very effective for teaching and mentoring. Encouraging greater levels of proficiency and ownership will help to move individuals higher in the Freedom V.

4. DELEGATIVE

- Leaders assign the THERE to individuals and delegate the task of them finding the PATH. Leaders can delegate responsibility but not authority. Leaders must still have systems and checks in place to ensure the project is getting done. Delegative differs from Directive in that the leader is still actively involved and is seeking input/feedback. Individuals who receive delegation tend to be higher up on the Freedom V.
 - Delegative Leadership is beneficial for those who:
 - Have demonstrated a level of proficiency within their roles
 - Are committed to the THERE

5. TRANSFORMATIONAL

- Leaders share and actively participate in THP process. Leaders model THP, seek and share truth, and empower self-governance. Transformational leadership leans heavily on Referent Power. Individuals who are led this way tend to be high on the Freedom V, understanding expectations and creating their own boundaries within those expectations.
 - Transformational Leadership is beneficial for those who:
 - Have demonstrated commitment to THP
 - Are capable/willing to take ownership in their share of the mission

Which style of leadership do you feel most comfortable in?

Which does your role (at home or work) require of you?

What is the goal of leadership?

<i>Leadership Styles</i>	
DIRECTIVE	1
TRANSACTIONAL	2
PARTICIPATIVE	3
DELEGATIVE	4
TRANSFORMATIONAL	5

INFLUENCE

Definition of Leadership:

Influencing Others to Get *THESE*

- Influence is empowering, encouraging, and equipping others to take ownership of their commitment, character, and vision.
- Control is trying to force others to adhere to your vision, validate your personality, and take some weight from your load of ownership.
- Healthy leaders realize they cannot control, but can only influence others. This leads to shared vision, co-ownership of the mission, and the effectiveness of self-governance.

Types of Influence

Positional Influence: Based on a title, job or position. You can gain positional influence by being placed in positions of authority.

- Examples: A police officer. A teacher. A parent.
- The role (position) carries a perceived weight to it that allows the person to influence the thoughts, actions, and perceptions of others.
- Most sought but least effective way to influence others.

Coercive Influence: Comes from the perception that someone has the ability to punish or enact negative consequences. You gain coercive influence through following through on disciplinary threats, reinforcing established boundaries. You lose coercive influence when you do not follow through.

- Examples: Spanking or time-out from a parent. Anger from a spouse. Ridicule from a friend group.

Reward Influence: Comes from the perception that someone has the ability to reward if you do, think, say what they are asking. You gain influence over others by following through on promises of reward. You lose reward influence by not following through on promised rewards.

- Examples: Teammates applaud performance on the field. Teacher gives out snacks or prizes when the student answers correctly. Boss gives a raise to an employee for doing a good job.

Expert Influence: Comes from demonstrating a level of expertise in a specific area. You gain expert influence through demonstrating proficiency and you lose influence by pretending to know answers when you don't or providing false/inadequate information on a topic.

- Examples: Professor who has studied and published in their fields. An experienced skateboarder who knows more tricks than a novice. A married person giving relationship advice to a single (or newlywed) friend.

Referent Influence: This type of influence comes from doing life in a way others want to emulate. The stewardship of one's own character. You gain referent influence through strengthening your *Pillars**. You lose referent influence through demonstrating poor character or choices.

- Examples: A personal hero, like mom, dad, or a mentor. Ghandi or Mother Teresa - historical figures renowned for service, courage, and character.

What is an example of someone who has influence over you?

Which of the five types of influence are they utilizing?

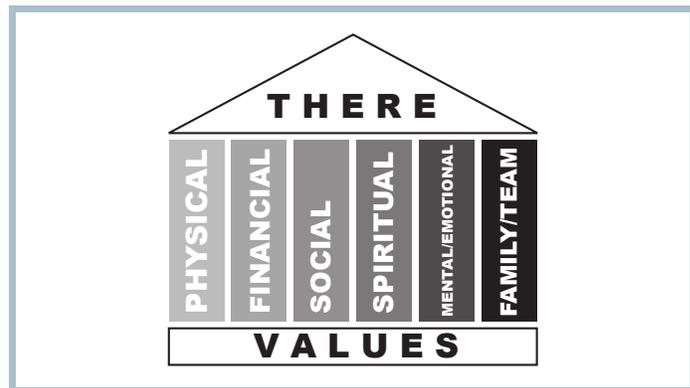
When is a time in your life where you have misjudged the difference between influence and control?

Types of Influence	
1	POSITIONAL
2	COERCIVE
3	REWARD
4	EXPERT
5	REFERENT

NOTES

*Pillars of Referent Power on page 9

TENENTS OF REFERENT POWER



A tool for cultivating Referent Influence

- Referent Influence is achieved as you strengthen your pillars. People want to emulate others who are stewarding these pillars well.
- “Strong” pillars means healthy and true, not superficial success. For example, a healthy emotional pillar is not someone who is never angry or sad (or pretends to be), but someone who stewards those emotions well. True vulnerability is stronger than false masking.
 - The stronger the pillar the greater level of influence you will have in that area. The weaker the pillar the less ability you will have to influence others in that area.
 - We have the ability to strengthen our pillars through investing time and energy into them.

The 6 Pillars

Physical: How someone presents themselves, physical appearance and presence.

Can be strengthened through:

- Healthy diet
- Exercise
- Proper hygiene
- Appropriate manner of dress

Can be weakened through:

- Unhealthy diet
- Lack of exercise
- Improper hygiene
- Inappropriate manner of dress

Financial: How an individual stewards their finances.

Can be strengthened through:

- Investments
- Savings
- Generous giving

Can be weakened through:

- Debt
- Worship of money
- Fear of money
- Poor spending habits

Social: A person’s ability to interact with others relationally.

Can be strengthened through:

- Curiosity/asking questions
- Listening
- Appropriate sense of humor
- Ability to have deep conversations

Can be weakened through:

- Lack of curiosity/self-centeredness
- Inability to share and/or accept truth
- Taking oneself too seriously

Spiritual: A person’s relationship with God, trust and commitment to something bigger than themselves.

Can be strengthened through:

- Practicing spiritual disciplines
- Actively participating in Christ-Centered community
- Serving others
- Sharing true perspective

Can be weakened through:

- Lack of spiritual disciplines
- Isolation and exclusion

Mental/Emotional: An individual’s mental and emotional intelligence.

Can be strengthened through:

- Reading/Studying
- Listening to others
- Actively seeking truth

Can be weakened through:

- Complacency
- Assuming superiority

Family/Team: An individual’s mental and emotional intelligence.

Can be strengthened through:

- Kindness/Compassion
- Courage
- Vulnerability

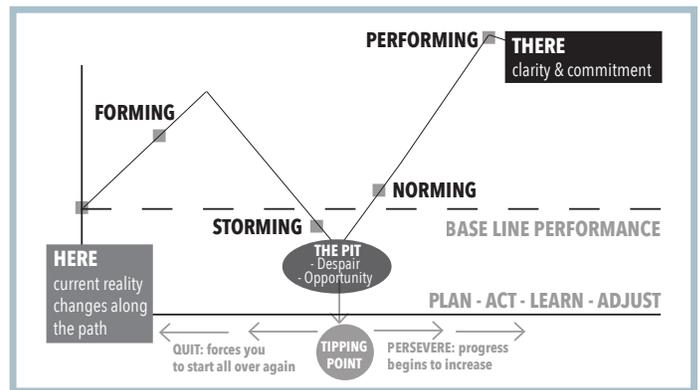
Can be weakened through:

- Selfishness/Pride
- Apathy/Complacency
- Competing against instead of with Team

Which of the 6 Pillars of Referent Power are you strongest in? Which is your weakest?

Pick two of the pillars and set SMART goals to intentionally edify each of those pillars.

HERE TOOL PROJECT MOOD CURVE



The Mood Curve is the shape of the PATH. The trajectory between HERE and THERE. It is a tool for encouraging perseverance and perspective.

- Everything in life follows the structure of the Project Mood Curve
 - Nothing is immune to the Mood Curve. It is inevitable in every human relationship, project, and organization
 - The only difference between PATHs is the depth of the “the pit”

The Mood Curve Goes Through 5 Phases

1. FORMING

We begin a project (or relationship) with certain hopes and expectations for how it will end or the effect it will have on us. With the myriad of options available, we only choose to be involved with things if we expect to experience a benefit. Relationships go through the honeymoon phase, team members have the excitement of getting to know each other and begin a new project together, etc.

2. STORMING

Reality never exactly matches expectations. When this comes to bear, we enter the storming phase or the pit. The honeymoon is over, conflict begins to take place, and the challenges are underway. Although we try to avoid this phase, it is inevitable and even proves useful/necessary for developing intimacy and achieving vision. Our most meaningful learning happens here, intimacy is developed most pointedly. The pit is not just to be endured, but valued – we are refined by fire. When in the pit there are two options: quit or persevere.

3. QUITTING

We quit either because we are not committed to our THERE (it isn't worth the challenges) or because we have an inaccurate perspective that struggle means we have already failed. If we quit, we start another project and enter into the forming phase again. Quitting is not always the wrong choice – it invites us to reorient effort toward a better objective. In “The Pit”, despair or opportunity is a matter of choice. Quitting might be viewed as an opportunity to reset and start a better objective. Or it might be viewed as failure, together with a decision that we are worthless and should not try anything else.

4. NORMING

If we persevere, we enter the norming stage. We have learned, are resolving conflict, building trust, and growing in the ways only overcoming challenges can do. Roles become more clearly defined.

5. PERFORMING

We start to see meaningful successes that are, ironically, even higher than our imagined future in the forming stage because we have learned and adapted throughout the curve to refine our vision to meet reality and serve purpose. You don't stay in this stage forever; the Mood Curve is defined by momentum and will recycle itself (performing leads to a new level of expectations forming which restarts the curve).

Examples

- **Relationship Example:** Joey and Kylie started dating and felt the usual butterflies. They dreamed of happily ever after and how a life together would meet all the expectations each had (some subconscious) for marriage. After some time, they start to argue about toothpaste brands and the direction the toilet paper hangs on the rolls. They get on each other's nerves and enter into conflict. As they persevere, they figure out how to work through conflict, manage their expectations, and live in unity (developing intimacy in the process). As the years progress, they discover a meaningful and life-giving marriage beyond their initial fantasies.
- **Work/team Example:** Six coworkers are assigned a project at work. They each hope to impress the boss and one another, maybe earning a raise and some kudos. As the work begins, they encounter obstacles and fight the urge to blame one another, afraid the project is going to fail. After an emotional argument between three members, they recommit and come together around the project goal, they discover and lean on each other's unique strengths. They trust more and begin to see results.
- **Personal Example:** Annabel wants to run a marathon. She dreams of crossing the line, the feeling of accomplishment, and being in great shape. As she trains, the first day or two are exciting, she's doing it! A couple days later, she is struggling to make her goals, out of breath on the runs, and fearful she won't make the race. As she continues to get up and try, she gains endurance and confidence and learns how to push herself. When she finally crosses the finish line, the feeling of accomplishment is increased by the work she endured.
- **Quitting Example:** Jonathon decides he is going to work hard and make partner by the time he is forty. He dreams of the financial stability for his family and the adventurous traveling he can do. As he pushes himself, the work hours mount and he is being asked to do more and more, at the cost of time with his wife and two children. The family has an argument where his wife says, “You don't even know your kids!” Jonathan evaluates if his goal truly aligns with his value. Are financial goals more important than his children having a father that is present? He decides to quit his goal and commits to a new endeavor, being a more active presence in the life of his kids.



Mood Curve Misnomers

- **LIE:** *Everyone will be in the same zone at the same time.*
TRUTH: Our curves will all look different, even when we are walking down the same path together. Unity is not conformity – our individual values, beliefs and perspectives will highly influence our Mood Curve experience.
- **LIE:** *Quitting is never a good thing.*
TRUTH: While we need to learn commitment and how to persevere through difficult things, quitting is not always a bad thing. We need to make sure we are on the right path, and that the THERE we are pursuing aligns with our values.
- **LIE:** *Choosing to stay in the pit will keep you from quitting.*
TRUTH: Choosing to stay in the pit is the same as quitting. There is no place on the Mood Curve where you can set up camp, you will constantly be moving through the curve, and a refusal to do so is the equivalent of quitting. Your new project may be apathy or a “refusal” to do anything, but even that endeavor will follow The Mood Curve.
- **LIE:** *Performing is the final destination and the place worth living for.*
TRUTH: Life is full of ups and downs. As we learn, grow, and succeed, our potential for output gets higher and our pit is less deep. But The Mood Curve continues and recycles, always in motion.

Think of an endeavor you are currently committed to (a relationship, work project, or personal goal).

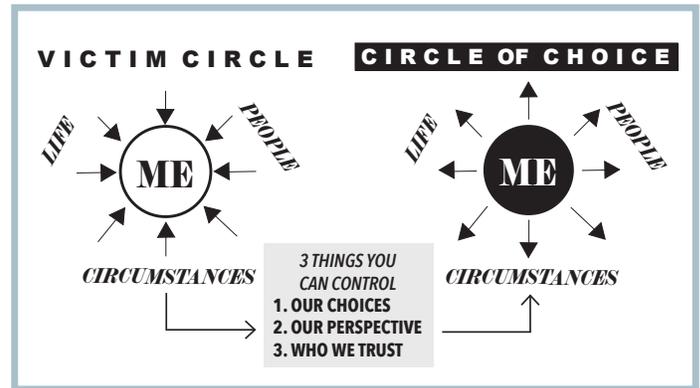
Where are you on The Mood Curve right now?

How committed are you to the vision?

How sure are you it aligns with your values?

HERE TOOL

THE TWO CIRCLES



The Two Circles are about perspective and posture, the way you see the world. It is a tool for teaching and encouraging ownership.

VICTIM CIRCLE: posture of focusing on how circumstances, people, setting affect ME

- I am influenced by everything around me
- I am not okay unless something external changes
- No control; No choice; No ownership
- Often includes blame, personality-worship, or complacency
- Reactive - Driven by emotion

FREEDOM CIRCLE: posture of focusing on how my actions and decisions affect others

- I have the capacity to influence the world around me, regardless of what is happening externally
- Recognize choices; ability to take responsibility of oneself
- Responsive - emotionally informed but driven by values

MOVING FROM VICTIM CIRCLE TO FREEDOM CIRCLE

- There are only **3 Things You Can Control**. Moving from Victim Circle to Freedom Circle means acknowledging this reality and changing one of these three things.
 - **Choices:** You have the opportunity and the power to make decisions. This includes your behavior.
 - **Perspective:** You can control how you view the world, those around you, and yourself. Your attitude is a decision you must own.
 - **Whom We Trust:** You decide where you place your trust.

THE TWO CIRCLES WITHIN THE MOOD CURVE

- You can be in the Victim Circle in all four phases. Victim mentality is sacrificing your ability to choose and relying fully on external forces.
 - If you are only okay in particular settings (like the Performing phase) or when treated a certain way, you are still a victim of your circumstances
- You can be in the freedom circle in all phases
 - Even when in the Storming phase you get to take ownership of the three things you can control. You carry influence no matter what is happening around (or to) you.
- You can take ownership of the three things you can control in all of life's phases.
- Your circumstances are challenges, but no matter what you have the ability to make choices and those choices affect and influence people/circumstances around you. You have an impact and your choices matter.

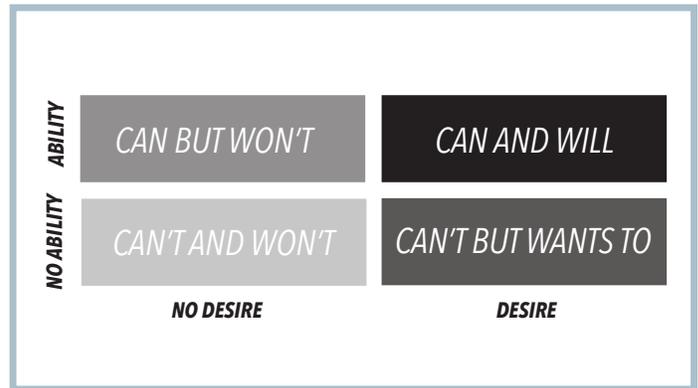
THE TWO CIRCLES AND THE PROPER USE OF EMOTIONS

- Emotions let us know something valuable is at stake. They are not determinative, just suggestive. Being informed by emotions is a Freedom Circle activity, but being controlled by emotions is Victim Circle behavior.
 - A person's action or a specific circumstance can trigger an emotion in you, BUT it is your choice how to respond to that emotion.

NOTES

What are examples of the Victim Circle posture you see in your own life (ex: blame, defensiveness, etc.)? Which of the three things you can control do you most struggle to own?

MOMENT OF TRUTH



- Meaningful organizations seek and share truth as a regular practice. The Moment of Truth (MOT) is used to help establish and maintain truth, guide people through conflict, and invite participants to take ownership of the three things they can control.
- MOT takes place when:
 - Performance is not aligning with expectations (Freedom V)
 - An individual does not have a clear understanding of their HERE
 - An individual does not have clarity of the THERE
- The MOT can happen in all phases of the Mood Curve, but most frequently takes place in the Storming phase
- Sharing truth is challenging and can create conflict. But avoiding it is worse - it leads to accepting false realities and pulls us away from our vision.

3 WAYS TO SHARE TRUTH

- **Me-to-Me:** discover, learn, and contemplate within oneself and through one's own experience.
- **Others-to-Me:** people help us with "blind spots" and expand our capacity for truth by sharing their experience and perspective.
- **Me-to-Others:** I lead/influence the people around me by communicating truth with grace.
- In order to create a culture of sharing truth we must measure small and measure often

THE MOMENT OF TRUTH IS A 4 STEP PROCESS:

1. Acknowledge Reality:

- Start with yes or no, true or false questions.
- The why is important, but not without first establishing the facts. Individuals will try to get into the story right away, we must value them enough that we push for establishing the facts first and foremost.
 - Is the expectation you begin your work day at 9:00 am?
 - Did you come in by 9:00 today?

2. Get The Story:

- There can be many reasons why an individual's performance does not meet expectations.
 - Sometimes we find that unfulfilled expectations is a symptom of something deeper going on.
 - We need to figure out the deeper reasons so that we can address the root cause of the issue.
 - Sometimes it can be a lack of clarity regarding expectations, and is due to our own lack of communication.
 - As a leader this is an opportunity to clarify and reestablish expectations, and brings an end to the MOT.
- Ask questions like "tell me more about..." "how?" or "what?". Asking why tends to put individuals on the defensive and can lead to more conflict than necessary. It is better to avoid if possible.
 - Why didn't you make it in by 9:00 today?
 - What is your morning routine? What other responsibilities do you have before work?
 - How long does it take for you to get here?

3. Create A Plan:

- Come up with an action plan to help the individual achieve expected results.
 - Create SMART Goals that will help them learn how to create healthy boundaries for themselves, remember structure demands behavior. Good SMART Goals will create clear expectations and consequences.
 - Invite them into the process, people respond better to a plan or goal they have collaborated on than one that is dictated to them.
- Usher toward self-governance by deciding on proper boundaries/consequences (Freedom V).
- Make sure to be clear, putting the plan in writing will help to create clarity in the future.

4. Give Feedback:

- A feedback loop creates accountability.
 - We want to be intentional about following up with individuals.
 - We want to make sure the action plan is effective and is driving the desired behavior.
 - If the action plan is not driving desired behavior another MOT is necessary.

When conducting a MOT we can use the Four Squares to help us and others understand their choices.

- There are only 4 reasons why people do, or do not do something:
 - **Ability:** Does the person have the knowledge/resources to achieve the expectation?
 - **Motivation:** Does the person have the desire to accomplish the task?
 - **Can/Will:** This is where we want to be. "I have the knowledge and the desire" - this is only true if the result is accomplished.
 - **Can't/ Want to:** Lack of ability. Plan should include training, equipping.
 - **Can/Won't:** Lack of motivation. Plan should include clarifying connection between the task and the THERE, including values of participants. If they do not believe in the vision enough to commit to the tasks required to get there, they might be in the wrong organization.
 - **Can't/Won't:** lack of both motivation and ability. Plan should include the above two adjustments side-by-side.

CONFLICT RESOLUTION STYLES



- The fear of conflict is the biggest reason people tend to avoid sharing truth.
- Conflict is a neutral entity, neither inherently good or bad. How we handle (or resolve) conflict determines its value. It can be healthy and beneficial if we resolve well and destructive if we resolve poorly.
 - Conflict is the result of two (at least) variant perspectives on what is true.
 - Conflict can happen when:
 - There is a lack of clarity of the THERE
 - There is an uncertainty around the HERE
 - Prevalent in the Storming phase of the Mood Curve

THERE ARE 5 CONFLICT RESOLUTION STYLES:

1. Avoidance (The Bolter): Refuses to engage. Doesn't say anything, shuts down and leaves. "I'm not having this conversation right now". Can be valuable when emotions need to cool; danger lies in avoiding truth for the sake of a false-harmony.

2. Accomodation (The Bower): Allows the other party to win, does not think it is "worth it" to continue to engage in the conflict. "Alright, fine, let's do it the way you suggest." Valuable when the conflict is small and relatively insignificant; danger lies in silencing underlying values and building passive aggression.

3. Compromise (The Broker): Tries to find a solution where both win a little and both lose a little. "Why don't we try it your way this time and my way the next time?" Valuable when both perspectives of truth are valid. Dangerous when one is not or it is a clever way to avoid true resolution. It is dangerous when one perspective is not valid.

4. Competition (The Boxer): Takes the posture there can be only one winner; competitor fights to ensure their perspective wins out. "We always do what you want! Why don't we ever try it my way?" Can be valuable when a clear, definitive truth is at stake (more rare than we like to admit); dangerous when centered on ME and lacks openness to discovering more truth for the sake of being right.

5. Collaboration (The Blender): Tries to find a win-win result that is synergized from both perspectives. "Why don't we take the best of both our ideas and try this together". Not always possible. Dangerous when time is wasted here in an impossible situation, but can be most effective when acknowledging diverse angles of truth and tries to bring them together.

- All of the Conflict Resolution Styles have a time and a place. All can be dangerous if overused.
- We each have a preferred style, a sort of factory setting. But we limit our effectiveness when we are not willing/able to engage in whichever style best serves the mission.

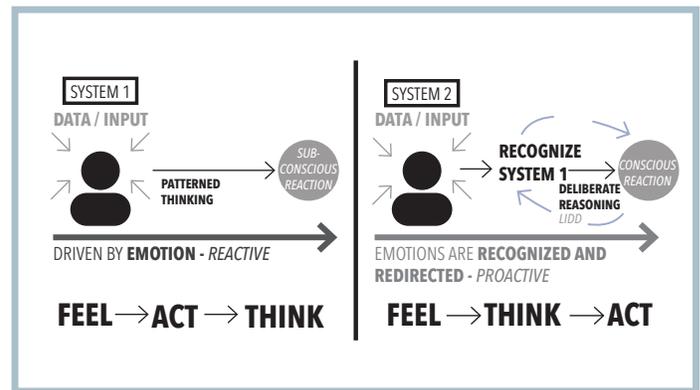
What is your preferred Conflict Resolution Style and how have you seen it at play in your life?

What is the style the members of your organization (family, co-workers) most lean on?

What is the value their preferred style brings to conflict, especially when partnered with yours?

HERE TOOL

PROPER USE OF EMOTIONS



- Our emotions are valuable and should not be ignored. They react to external stimulus and are our body's warning system, letting us know something we value is at stake
 - In and of themselves, values are not good or bad. They are neutral. It is the way in which we respond to our emotions that can bring about positive or negative outcomes.
- While emotions are important, they are not trustworthy. They are valuable, but not the ultimate Value. They should not be blindly obeyed, but taken as the very beginning of a process involving steps outside their control.
 - While emotions alert us of a value, they do not tell us what value or how we ought to respond.
 - They do not even accurately tell us if the alert is because our value is threatened or in need of being exercised.
- We need to recognize that we have the power/control/authority to *conduct our emotions* in an appropriate manner.
 - While we cannot control the onset of emotions, we can control how we perceive them and how we respond to them.
 - **Feel-Act-Think:** We too often use this process. We feel an emotion and act based on that emotion. Only later do we think about what we have done.
 - I'm angry (F). I punch a hole in the wall (A). My hand is broken and I go to the hospital and wonder, "why did I do that? And why did I get so angry?" (T).
 - **Feel-Think-Act:** A more effective approach, leads to better results. We feel an emotion and quickly intervene to figure out what value that emotion is warning us of and why. And only then do we decide how to respond.
 - I'm angry (F). I take a deep breath to consider why I am angry and decide it is because I don't think my friend is listening to what I am saying (my value for Purpose) and he probably does not intend that (T). I tell my friend what I am perceiving and humbly ask we pursue truth together (A).

LIDD is a process we can go through when emotions are triggered:

*Listen
Investigate
Decide (based on values)
Dismiss (release with gratitude)*



Systems Thinking:

- The human mind operates on two different systems. Our brains have so much work to do. Our System One is the brain's way of creating shortcuts for familiar patterns. System Two is slow, deliberate thinking that requires more energy and effort.

Patterned Thinking

- System 1 is learned behavior. We have trained ourselves through repetition and routine to recognize patterns and have shaped our worldview, emotions, and reactional behavior to respond to those patterns. When the patterns are established, the subconscious mind reacts accordingly.
- It uses less energy and capacity than System 2, and allows us to do simple tasks with ease. This can be both positive and negative. System 1 does not get the full story, it recognizes patterns and fills in the gaps with assumptions based on previous experiences.
- Examples:
 - Riding a bike, brushing your teeth, and typing on a keyboard. It also allows us to catch a glass that is falling off the counter before it shatters on the floor.
 - Steve has learned from his parents that conflict includes loud screaming. Whenever Steve feels he is in conflict, he raises his voice.

System One Strained

- Sometimes we discover our patterns are no longer working. This causes a strain on our System One and invites us into System Two.

Deliberate Thinking

- System 2 is the focused human mind. It encounters a situation or problem and methodically filters through the information available in order to discover what is actually happening.
- We learn how the world works through continued use of our System 2. Engaging System 2 is how we originally learned to ride a bike, brush our teeth, and type on a keyboard.
- System 2 directly informs the development of our System 1.
- System 2 takes more energy to engage, and so once we have developed our System 1 we tend to rely upon it heavily.
- Examples:
 - Ellie's car breaks down and she does not know what to do. She opens the hood, looks at the parts and calls AAA to ask for help.
 - Steve gets married and his System One is strained when his wife feels afraid during Steve's patterned response. He has to engage System Two to consider how best to love his wife and resolve conflict in his new marriage.



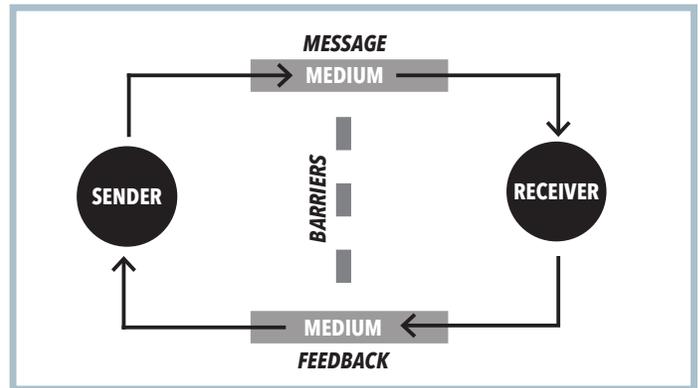
- We need to slow ourselves down when our emotions are triggered and think through a response before acting (System Two). Through doing this you are better able to serve and lead others. And eventually your deliberate thinking will lead to a healthy, transformed System One.

What are some examples of your System One emotional reactions?

What triggers strong emotional reactions in you? Why? What values are being pressed?

EFFECTIVE COMMUNICATION

- Communication is threaded through the entire THERE-HERE-PATH process. It is ever-present in all circumstances and settings. When we communicate, we share value with one another. We align ourselves with the mission or with some alternative agenda. When building a meaningful organization, communication is critical. It connects all the other tools and serves as a binding agent among the members of the organization.
- We have to effectively communicate to have clarity within the framework of life: we need to communicate the THERE, honestly assess and share the HERE, and make SMART goals along The PATH that show exactly what we plan to do.
- Clarity creates a unity of effort in our work and in our relationships.



There are four parts to the process of communication:

- **The Sender:** The person communicating the message. They must have internal clarity of the message and they will have to use a medium that will overcome any existing barriers to communication.
- **The Receiver:** The person being communicated to. The receiver must have humility in order to listen and understand the sender's message without filling in gaps with personal bias. They ask questions to further clarify the message.
- **Medium:** The form through which the message is communicated. When selecting the medium for communication, the sender needs to consider what method will give the message the best chance to be understood. In-person is almost always best, but not always possible or practical.
 - Examples: In-person, text, telephone, Zoom, email, newspapers, television, photography, etc...
- **Barrier:** Anything that blocks the flow of effective communication. It is important for the sender to understand the existing barriers in order to overcome them and communicate the message clearly.
 - Examples: Age, physical presence, distance, implicit bias, culture, language, sex, etc...

$$\boxed{\text{HUMILITY}} + \boxed{\text{FOCUS}} + \boxed{\text{CURIOSITY}} = \boxed{\text{LISTENING}}$$

Listening is the most challenging part of communication.

- Formula for Listening:
 - **Humility:** Recognize that the communication is not about ME but instead it is about WE and the mission/message/purpose.
 - **Focus:** Pay attention to what the individual is saying instead of just trying to figure out what you are going to say next
We tend to feel uncomfortable with silence, but it is okay to take a few seconds to formulate your own thoughts after the other person has finished speaking.
 - **Curiosity:** Ask Questions! We want to understand as clearly as possible the perspective of the sender, questions are key to gaining as much insight as possible.

ACTIVE LISTENING

A tool that can be beneficial to the receiver. The receiver repeats back to the sender what they understand from the message to ensure they are on the same page. If it turns out they are not, this gives the sender the opportunity to further clarify the message.

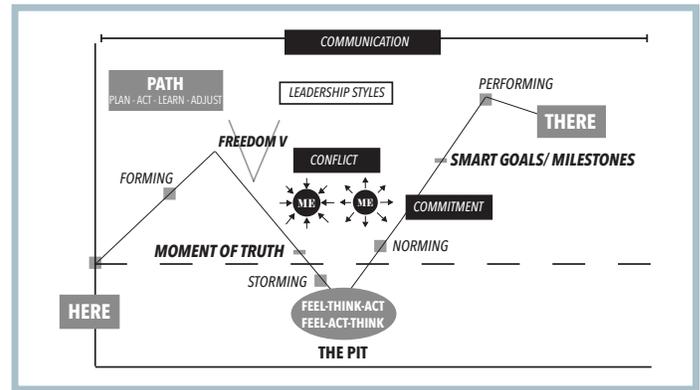
OBSERVATIONAL LISTENING

The receiver makes a mental movie in his mind to picture what the sender sees and is trying to share. The key for listening is to see what they see. We need to ask clarifying questions to make a more clear picture and help us see from the sender perspective.

How can you foster better communication in your organization?

What do you find challenging about the process of listening?

TYING IT ALL TOGETHER



- When building a meaningful organization, establishing a healthy culture, leading others, or stewarding one's own character, these tools all work in concert with one another to provide a practical blueprint and a set of mental models to show the way forward. The tools can certainly be used individually as circumstances require, but are most effective when used together.
 - **THERE-HERE-PATH** is the framework of life. We begin with a vision, clearly communicated and honestly committed to. Then we explore naming our current reality, our HERE. Once we understand well enough where we are in relationship to where we truly want to be, we take steps along the PATH.
 - Naming a true and honest vision, one based on values and available to all participants is the first step toward true meaning.
 - **Communication:** Once our vision is established, we need to use the model of sender-medium-barriers-receiver to communicate with others.
 - Culture is all about communication.
 - We even communicate within ourselves.
 - Communication is the overseer of the THP process.
 - We define leadership as "influencing others to get THERE".
 - The five **leadership styles** are the way in which we usher people toward empowerment, so that they might self-govern and take ownership of the missions that matter to them. The leadership styles are directive, transactional, participative, delegative, and transformational.
 - These are closely tied with the **types of influence** - position, coercive, reward, expert, and referent. Whereas the leadership styles are the method by which we influence, the types of influence are the means. The most influential type is Referent influence. People are most inspired by noble character and transcendent meaning because it is the thing we most want in our lives.
 - Our HERE is, in some ways, ever-changing. It moves with emotion and circumstance. It evolves every time we make a decision or consider the input of others. HERE tools help people better evaluate their current reality. When we measure small and measure often, we can discover the truth more effectively, adjusting goals and resetting perspective as necessary.
 - When our expectations don't meet reality (which is an inevitability), we find ourselves in *the pit* on **The Mood Curve**. We move through The Mood Curve using SMART goals, practical commitments that propel us toward our vision.
 - Here we are most prone to **The Victim Circle**.
 - We are also in need of a **Moment of Truth**.
 - Recognizing, accepting, and owning the **three things we can control** helps us to seek and share truth in harmony.
 - Conflict might arise, this is a tough stage, but conflict is not bad. Whether we are The Boxer, The Bower, The Bolter, The Broker, or The Blender, conflict is an opportunity to grow, develop intimacy, strengthen character, and persevere toward the mission set before us.
 - The **Freedom V** is the vehicle by which we travel The Mood Curve. It is our mechanism for self-governing. By setting boundaries, facing consequences with courage, and sliding up and down the V, we put ourselves in the best position to make progress on the journey. We help minimize the depth of the pit and protect our minds from the Victim Circle.
 - All along the way, we encounter our **Emotions**. An emotion is an alert that lets you know something of value is at stake. It is a vital part of your internal communication structure.
 - When we face our emotions, it is important to acknowledge them, continue to communicate, and measure the circumstances against our values.
 - This allows us the space to **Feel-Think-Act** (rather than *Feel-Act-Think*), which invites us to discover the truth behind what we feel and why we feel it.
 - **System Two** (and **System Three**) Thinking is the careful, deliberate thinking we use in order to change. It allows us to pause and consider why and the best way forward. We can use System Two to contemplate boundaries in the Freedom V, Truth during a MOT, or whichever of the two circles we are in (among others). As we spend time in System Two and System Three, our System One is transformed, resetting our patterns into something more healthy, more meaningful, and more true.
 - The PATH is the shape of The Project Mood Curve. It connects our HERE to our THERE. As we travel along the PATH, our HERE changes. The strategy along the PATH is to plan-act-learn-adjust, constantly measuring where we are in relation to our THERE so that we can honestly and effectively continue the journey.



What is the next step your organization can take to move toward culture transformation and achieving a unified purpose?

What part do you play in stewarding your own character and in achieving the mission of your organization(s)?