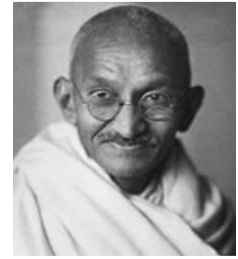
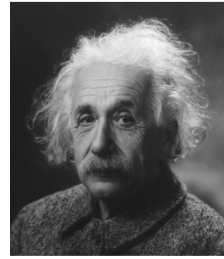


There's an Einstein & Gandhi in Each of Us

Lessons in IQ and EQ from the World's Greatest Change Agents



NOTES September 9, 2008



**Better Workplace Now
Online Desk Reference**
<http://www.BetterWorkplaceNow.com/odr>
User ID: aacpm
Password: st2k3
use all lowercase letters

Actions I plan to take right away:

Additional actions that require more time to develop and implement:

22 KEYS to a Meaningful Workplace™

1. ACKNOWLEDGMENT

- ✓ Employees are acknowledged for a job well done – not with extrinsic rewards but with genuine appreciation.
- ✓ The organization takes time to celebrate its major efforts (the journey) and successes (the destination).

2. BALANCE

- ✓ Employees can take work home if they want to, but they don't feel guilty if they choose otherwise.
- ✓ There's an acceptance of the fact that employees often bring a part of home to the workplace. For example, for the sleep-deprived parent of a newborn, expectations are reasonably lowered and rules are flexed.

3. CHALLENGE

- ✓ The workplace is full of challenges for employees who want them.
- ✓ People are in work situations that require them to make full use of their talents.

4. DIALOGUE

- ✓ There is an ongoing flow of constructive dialogue involving people at all levels of the organization.
- ✓ Employees feel free to discuss work-related problems, opportunities, and issues.

5. DIRECTION

- ✓ A compelling vision of the future draws people in a common direction.
- ✓ Goals and objectives serve as a down-to-earth, day-to-day complement to the vision.

6. EQUALITY

- ✓ People throughout the organization genuinely feel that they're on the same level, regardless of how the org chart looks.
- ✓ All employees are seen as equally important, and actions at all levels reflect this.

7. FIT

- ✓ Individual employees clearly see how they and their work fit into the bigger mission of the organization.
- ✓ People are able to tap their strengths: "I get to do what I'm good at."

8. FLEXIBILITY

- ✓ The organization's rules are flexed when a situation justifiably calls for it.
- ✓ Good judgment is used in applying rules. People accept the subjectivity that goes along with this.

9. INFORMALITY

- ✓ An open-door policy is practiced by everyone.
- ✓ It is not unusual for a major project to turn into a major pizza party – with the work still getting done.

10. INVENTION

- ✓ Risk-taking in the name of innovation is strongly encouraged.
- ✓ Mistakes are seen as a fair price for learning and innovation.

Continued on the next page...

22 KEYS to a Meaningful Workplace™ CONTINUED

11. ONENESS

- ✓ There's a prevailing sense that "we're all in this together."
- ✓ Working relationships are best described as collaborative – and not competitive.

12. OWNERSHIP

- ✓ People view themselves as owners of their work and act accordingly.
- ✓ People who do the work shape how that work is done.

13. PERSONAL DEVELOPMENT

- ✓ The workplace allows people to reach their full potential.
- ✓ Learning opportunities abound throughout the organization.

14. PURPOSE

- ✓ The organization's mission has a larger purpose that goes beyond providing services or even being the best in a given field or discipline.
- ✓ Individual employees feel that their work makes a positive difference in some way.

15. RELATIONSHIP-BUILDING

- ✓ The workplace offers many opportunities to build relationships.
- ✓ People understand the need to build strong relationships with citizen customers, vendors, and co-workers.

16. RELEVANCE

- ✓ The system allows employees to use their time efficiently; they can spend it on activities that are relevant to the mission.
- ✓ Rules and red tape are kept to a minimum.

17. RESPECT

- ✓ Employees show respect for one another regardless of rank and title.
- ✓ When decisions are made, there is a thoughtful assessment of how each option may affect employees.

18. SELF-IDENTITY

- ✓ Individuality is encouraged.
- ✓ People feel free to be themselves.

19. SERVICE

- ✓ Employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, etc.).
- ✓ There's an organizational obsession with helping others to be successful. "Others" is broadly defined: colleagues, citizen customers, communities, and so on.

20. SUPPORT

- ✓ Employees are given the resources (information, time, funding, experience, learning opportunities, tools, etc.) they need to be successful in their work.
- ✓ Management knows when to get involved and when to stay out of the way. They offer help instead of imposing it.

21. VALIDATION

- ✓ Employees can see for themselves the impact of their work. (The stone-crusher sees the cathedral.)
- ✓ Contact with customers (internal and external) is a routine part of doing business, giving employees a first-hand view of how their services are used.

22. WORTH

- ✓ Employees are truly valued by the organization.
- ✓ "People know what I'm good at, value that, and go to me for those things."



Online Desk Reference

<http://www.BetterWorkplaceNow.com/odr>
User ID: aacpm
Password: st2k3

22 KEYS to a Meaningful Workplace™

WORKSHEET

1 The key that is most important to you:

2 In your workplace, the strongest key:

3 In your workplace, the weakest key:

4 What is being done to make this such a strength? Directly below, write several specific action steps people are taking:

5 What can you and others do to strengthen this key? Use this space to record some possibilities. Please be specific.

	POWER OVER	POWER WITH
PERSPECTIVE	<p>The world is generally hostile</p> <p>Scarcity: I need to get and protect my share at all costs</p> <p>Mechanistic: the organization as machine</p> <p>Zero-sum game</p> <p>Leader as lion</p> <p>Divide and conquer</p> <p>Manageable pieces</p>	<p>The world is generally friendly</p> <p>Abundance: There's enough for everyone</p> <p>Humanistic: the organization as social system</p> <p>Synergy: 1+1>2</p> <p>Servant leader</p> <p>Strive to unite</p> <p>Chaotic whole</p>
PRIORITIES	<p>Rules</p> <p>Procedures: How to do it</p> <p>Compliance</p> <p>Competition</p> <p>Extrinsic rewards, threats, and punishment</p>	<p>Principles</p> <p>Mission: Why we do it</p> <p>Commitment</p> <p>Co-Creation</p> <p>Intrinsic motivation</p>
ACTIONS	<p>Bemoaning what's going wrong</p> <p>Fixing blame</p> <p>Dwelling on weaknesses</p> <p>Hoarding and selectively handing out key information and resources</p>	<p>Telling stories of what's going right</p> <p>Fixing processes</p> <p>Leveraging strengths</p> <p>Freely sharing whatever is necessary for the greater good</p>
RELATIONSHIPS	<p>Fear: Instilling fear...and being fearful that others will take or diminish our power</p> <p>Skepticism: You'll mess this up.</p> <p>Apathy</p>	<p>Trust: Trusting others...and working to earn trust</p> <p>Confidence: You'll do fine.</p> <p>Empathy</p>
DECISION-MAKING	<p>Exclusion: A small number of people are best qualified to make decisions for the majority</p> <p>Group decision-making produces chaos</p> <p>My way or the highway</p> <p>Efficiency</p> <p>Win-Lose</p>	<p>Inclusion: The best outcomes unfold when many people are involved in decision-making</p> <p>Group decision-making fosters commitment</p> <p>Multiple paths</p> <p>Effectiveness</p> <p>Win-Win</p>
LEARNING	<p>People are empty vessels who need to be told what to do.</p> <p>A few teach, some learn</p>	<p>People bring abundant know-how and learn best by experience.</p> <p>Everyone teaches, everyone learns</p>
OTHER DISTINCTIONS	<p>Silos</p> <p>Statements</p> <p>Direction</p> <p>Inform</p> <p>Supervise</p>	<p>Systems</p> <p>Questions</p> <p>Dialogue</p> <p>Inspire</p> <p>Engage</p>

From the WORKING WHITE PAPER: **POWER OVER vs. POWER WITH**
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To download the full report, go to TomTerez.com/resources

Dialogue vs. Discussion

The word *discuss* has Latin roots that suggest breaking (*quater*) apart (*dis*) someone’s position. Related English words are *percussion* and *discord*. In sharp contrast, *dialogue* is formed from Greek roots that combine the concept of words, messages, and thoughts (*logos*) with the concept of through (*dia*). In other words, dialogue is all about gaining a deeper understanding by sharing our own thoughts and by carefully considering the thoughts and ideas of others.

Bidding for Connection

In a term coined by relationship expert Dr. John Gottman, we give and get hundreds of “bids for connection” every day. Each bid sent our way is an opportunity to do something positive and strengthen a relationship. *Deciding how we’ll respond is entirely up to us* – and Gottman’s decades of experience tell us that the best approach is to *turn toward*.

▶ DIALOGUE

INSTRUCTIONS: Clarify the scope of your assessment. Are you focusing on a specific team, work unit, or office – or on the agency as a whole? Then complete the section below, checking a box (1 to 7) to note your level of disagreement or agreement with each statement. After people complete the assessment on their own, meet to compare perspectives and gain insights.

IN MY WORKPLACE...

1 People understand the difference between dialogue (which is all about gaining a deeper understanding through different perspectives) and debate or discussion.

1 2 3 4 5 6 7

2 People at all levels talk about work-related problems, issues, and opportunities.

1 2 3 4 5 6 7

3 Conversations go beyond surface issues, with people opening up and saying what is truly on their minds.

1 2 3 4 5 6 7

4 As conversations unfold, people set aside their own opinions and assumptions in order to reach a deeper collective understanding.

1 2 3 4 5 6 7

5 The dialogue is ongoing – and not a rare event in which people come together for a brief exchange, then go back to business as usual.

1 2 3 4 5 6 7



5-MINUTE ASSESSMENT

SCALE:

- 1 = very strongly disagree
- 2 = strongly disagree
- 3 = disagree
- 4 = neutral; neither disagree nor agree
- 5 = agree
- 6 = strongly agree
- 7 = very strongly agree

TOM TEREZ WORKPLACE SOLUTIONS

Building great workplaces
one person at a time.

MAKING SENSE OF MOTIVATION: The terms **satisfaction**, **motivation**, and **engagement** are often used interchangeably — yet they are different in significant ways. These differences must be understood and acted upon as we strive to create workplaces that bring out the best in people. The following chart adds in the concept of **flow** and spells out the distinctions between these four crucial factors.

(DIS)SATISFACTION

Think of satisfaction as a minimally required baseline. At the very least, people should be satisfied with their work and workplace.

MOTIVATION

Motivation is the step between passive satisfaction and active engagement. Motivated people put their minds to work as a matter of course.

ENGAGEMENT

Engagement occurs when hearts and minds are fully at work – when people are committed to what they are doing and using their ample intelligence in the process.

FLOW

There are times when people get so absorbed in an activity that they become one with it. Time and ego fall away, focus and skill become everything.

WHAT IT REQUIRES

EXTRINSIC FACTORS

To achieve and maintain this baseline, it's essential to have certain extrinsic factors in place: fair compensation, reasonable benefits, adequate policies, good working conditions, job security, etc.

INTRINSIC FACTORS

Motivation is largely an inside-out proposition. It results from factors that are embodied in the work itself and how that work is carried out: responsibility, challenge, decision-making authority, collaboration, opportunities to grow, etc.

INTRINSIC FACTORS

Engagement combines the job-content factors of motivation with a compelling mission that lends significance to the work. Individual jobs and projects are valued because they contribute to a greater good.

INTRINSIC FACTORS

Flow, as it's called, results from a positive tension between challenge and ability – combined with a clear goal, focused concentration, immediate feedback, and a sense of control over the activity.

COUNTERINTUITIVE CONSIDERATIONS

Research shows that the adequate presence of these factors won't necessarily lead to job satisfaction, and an excess of these factors won't produce a lasting surge in satisfaction. **However, their absence will lead to dissatisfaction.** Their presence is a required foundation for every functioning workplace. (See the work of Frederick Herzberg.)

Extrinsic rewards – special incentives, perks, awards, and other finite carrots – are often used in an effort to motivate. Yet studies show that extrinsic rewards can foment internal competition, prompt people to court the award-giver rather than the customer, trivialize the work itself, and thus taint the intrinsic chemistry that gives rise to great performance.

Since the early 1990s, countless workplaces have cranked out mission statements. It turns out that the written statement is incidental; what matters most is the mission itself. The mission should be so meaningful and evocative, so relevant, and so much the focus of ongoing dialogue, that a written statement is unnecessary.

Though simple to understand (we've all experienced it at times), flow can be elusive. It certainly can't be turned on like a faucet. To maintain that tension between challenge and ability, individuals need to take matters into their own hands – dialing up the demands of their work while seizing opportunities to learn and develop new skills.

ORIENTATION

RECEIVER

Because these extrinsic factors (compensation, benefits, policies, working conditions, etc.) are shaped mainly by others in the organization, most people are on the receiving end.

PRODUCER (RECEIVER)

Motivated people tend to take an active stance as producers and creators of their work. (In cases where people have little control over job content, however, motivation can suffer.)

PRODUCER

Engagement is an inherently active proposition. It brings together the motion of motivation with the guidance system and added fuel of a meaningful mission.

SUPER-PRODUCER

Soccer great Pelé on flow: "I felt...euphoria. I felt I could run all day without tiring, that I could dribble through any or all of their team, that I could almost pass through them physically."

COMPENSATION

PHYSICAL COMPENSATION

Consider the word "satiated," a Latin relative of "satisfied." When you're full after a meal, you've canceled out your hunger. You basically go back to baseline. More food won't make you "more satiated."

MENTAL COMPENSATION

With its Latin roots, the word "motivation" relates to "motive" and "momentum." So motivation is fundamentally about movement – in marked contrast to the passive receiver nature of satisfaction.

EMOTIONAL COMPENSATION

Mission-driven people often speak of their work as a "vocation" – a word whose linguistic roots link to "a calling." This call to a higher purpose is the surest way to inspire higher performance over the long term.

TRANSCENDENT COMP.

Great athletes, musicians, writers, and craft people talk about getting "in the zone." Their choice of words conveys the intrinsic nature of flow, in which people erase the duality of self and object.

WORD ASSOCIATION

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Great athletes, musicians, writers, and craft people talk about getting "in the zone." Their choice of words conveys the intrinsic nature of flow, in which people erase the duality of self and object.

WHAT TO IMPROVE

WORK ENVIRONMENT

JOB CONTENT

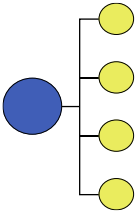
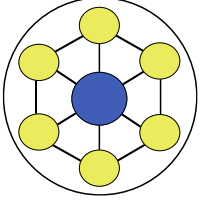
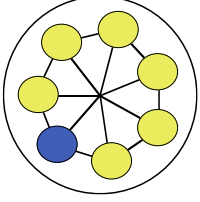
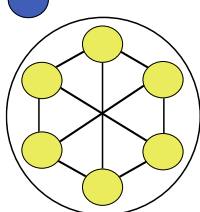
MISSION

CHALLENGE & SKILLS

ESSENTIAL STUDY Suggestions from Tom Terez

This chart is based on nearly 70 years of research, drawing in part from the works of Abraham Maslow (Hierarchy of Needs), Frederick Herzberg (Motivation-Hygiene Theory), Alfie Kohn (*Punished by Rewards*), Stephen Covey (*The Seven Habits of Highly Effective People*), Mihaly Csikszentmihalyi (*Flow: The Psychology of Optimal Experience*), and my own interviews and field visits before and since the publication of *22 Keys to Creating a Meaningful Workplace* (BetterWorkplaceNow.com).

Situational Leadership and The Leader's Evolving Role

	 DIRECTING	 ENGAGING	 FACILITATING	 COACHING
Information	Top down, need to know	Sharing, some two-way	Within the team	From team to leader
Decision-making	Leader decides	Gets input for decisions, sells final decision	Facilitates and supports decisions	Supports broad direction; team decides
Coaching	One-on-one	Coordinates group	Creates team	Coaches team
Conflict	Contains	Resolves	Coaches the team	Team resolves
Change	Reacts to change	Implements change	Foresees and influences change	Foresees and influences change
Leader Focus	Behaviors, activities	Results, outputs	Process	Vision, outcomes
Leader Communication	"Do it."	"What do you think?"	"What should WE do?"	"Keep me informed."

The 4 Core Activities of Great Managers

1. Select for talent

Talent = “recurring patterns of behavior”

Great managers look for the match between talents and roles.

2. Define the right outcomes

People will find their own best route to achieve the outcomes.

3. Focus on strengths

...instead of trying to identify and overcome weaknesses.

4. Find the right fit

Finding the right fit – and not the next rung on the ladder – is key to development.

From *First, Break All the Rules* by Marcus Buckingham & Curt Coffman

Leadership: Good to Great

LEVEL 5 **Level 5 Leader**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

LEVEL 4 **Effective Leader**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

LEVEL 3 **Competent Manager**

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 **Contributing Team Member**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

LEVEL 1 **Highly Capable Individual**

Makes productive contributions through talent, knowledge, skills, and good work habits.

From *Good To Great: Why Some Companies Make the Leap...and Others Don't* by Jim Collins

BUILDING TRUST ▶ 7 SIMPLE STRATEGIES

1. When you mess up, fess up. Then move on.
2. Choose “face to face” over “bits and bytes.”
3. Strive for dialogue over noisy discussion.
4. Make the most of those “bids for connection” by “turning toward.”
5. Be the best kind of spy and gossip, telling stories that shape the workplace culture.
6. Get to know “them” until “you” become “we.” (Yes, this takes time!)
7. Think of trust as a verb that starts with you. To get it, you have to give it.

INVENTING CHANGE ▶ 8 ESSENTIAL STEPS

1. **SEE IT.** I saw the angel in the marble and carved until I set her free. ▶ Michelangelo
2. **SKETCH IT.** Every really new idea looks crazy at first. ▶ Alfred North Whitehead
3. **STATE IT.** You can have brilliant ideas, but if you can’t get them across, your ideas won’t get you anywhere. ▶ Lee Iacocca
4. **START IT.** Once you make a decision, the universe conspires to make it happen. ▶ Ralph Waldo Emerson
5. **SHARE IT.** Alone we can do so little; together we can do so much. ▶ Helen Keller
6. **SHAPE IT.** No matter how brilliantly an idea is stated, we will not really be moved unless we have already half thought of it ourselves. ▶ Mignon McLaughlin
7. **SELL IT.** The only people in the world who can change things are those who can sell ideas. ▶ Lois Wyse
8. **STICK WITH IT.** Invention is one percent inspiration and 99 percent perspiration. ▶ Thomas Edison

LOOKING BACK, LOOKING FORWARD: If you want to shape a great FUTURE for your workplace, then learn what has worked best in the RECENT PAST. Use the following as prompts for one, two, or three important and inspiring conversations.

1. Thinking back on the past six months, **describe a work-related situation that truly engaged and inspired you and your colleagues.** For everyone in all workplaces, there are peaks and valleys – but for the conversation we’re having right now, focus just on the **greatest peak moment.** Tell about the situation in detail. What unfolded? What made it so positive? Who else was involved? Get to the heart of what made it such an outstanding experience.

DESCRIBE A PEAK SITUATION

2. Tell a story about a time when you and your colleagues experienced an amazing level of teamwork. Teamwork occurs every day, of course. What we’re looking for is a project, a situation, a single day, a moment – whatever – that stands out for you as a model of people working well together. Look for a story from the past six months. Describe in detail what occurred. What was it that brought people so closely together? What did you accomplish as a result? What did you learn from the experience?

TELL A STORY OF TEAMWORK

3. We’ve all heard about the proverbial person who wears rose-colored glasses. Imagine that one of these eternally positive people spends a week in your workplace. She can freely explore every work area. She’s very observant and watches everything. At week’s end, she gets everyone together and unveils what she regards as the organization’s Greatest Workplace Strength. What does she say? **What does she declare as the #1 strength? What did she see during her visit that led her to this conclusion?**

UNCOVER A TOP STRENGTH



NOTES

The 10 Commandments of a Happy Work Life



by Tom Terez

1. Thou shalt honor thyself

Your brain can process 100 trillion instructions per second while using the equivalent of just 12 watts of power. Your heart beats 100,000 times per day, carrying your blood some 12,000 miles (19,000 km). You're built to imagine, create, communicate, and love. If you do nothing else today, sit back in awe of yourself.

2. Thou shalt be true to thyself

Only one person has your portfolio of experience, know-how, skills, and style attributes. You're in charge of putting it to work without compromise. If you need inspiration, consider Mother Teresa, Martin Luther King Jr., and Thomas Edison. These greats—and many more—enriched the world by making the most of their differences.

3. Thou shalt speak up

When you have a good idea, share it. When you have a question, ask it. When your help is needed, offer it. When you see a scene of disrespect, step forward and set things right. When you envision a better future, put it in spoken word. Your voice needs to be heard.

4. Thou shalt strive to simplify

Whenever people congregate, they tend to overcomplicate. That explains those countless workplace rules, objectives, projects, deadlines, and meetings. It's up to you to challenge the mind-numbing routine. Take a fresh look at your schedule, and eliminate every activity that seems important but isn't. An action is either mission-driven or mere motion. Keep the former, ditch the latter.

5. Thou shalt assume the best

Few people wake up and declare: "I'm going to make this a horrible day. I'm going to foul things up and make life miserable for my co-workers." No, most people want good days in which they use their know-how, exercise their creativity, and make a positive contribution. Assume and expect the best...and that's what you'll get.

6. Thou shalt fix processes, not people

It's tempting to blame that missed deadline or fouled-up project on Debbie, Dan, or some other nearby human punching bag. But the fact is, problems almost always occur because of process issues, not people. So cut Debbie and Dan some slack—and enlist their help in analyzing and improving the flow of activities that make up the process.

7. Thou shalt serve a greater purpose

Henry David Thoreau lived 150 years ago, but his words seem especially relevant in today's Blackberried world: "It is not enough to be busy—so are the ants. The question is: What are we busy about?" Nor is it enough to have a mission statement that lies forgotten. What's needed is a heartfelt mission that gives meaning to all the work-related busyness. What's yours?

8. Thou shalt be interested

Want to be interesting? Then be interested—in people, processes, clients, customers, competitors, and more. Open your eyes a bit wider. Be more curious. Seek new challenges. Start more conversations. Make a point of asking questions rather than making statements. Turn your work world, and the larger world, into your own lifelong school.

9. Thou shalt honor time away from work

You're more than an employee. You're more than the sum of your tasks. You're a human *being*, not a human *doing*. Treat yourself accordingly by rounding out how you spend your time. Balance your time at work with time at home, outdoors, in the community, and elsewhere. You'll recharge your battery while gaining new insights and perspectives that inform your work.

10. Thou shalt be thine own best manager

Guess who's in charge of you. Hint: It's not your boss, your boss's boss, or anyone else. The sooner you take responsibility for your own happiness and fulfillment, the sooner you'll achieve it.



Before you leave today's session, please provide some feedback...

1. Want to receive more info? ✓ Check any of the following boxes:

- Send me the free **Better Workplace Now™ e-letter**. Each monthly issue provides insight, inspiration, and humor – all aimed at improving the workplace.
- Send me the free **Inner Best e-letter**. Also sent monthly, it focuses on the individual. It's all about helping people find and leverage their greatest strengths.
- Send me information via e-mail about Tom's talks and workshops.

Write your e-mail address in this box:

Please print neatly. E-mail addresses are notoriously difficult to read!

2. What did you most enjoy about today's session?

3. How can the session be improved?

4. Any other comments? Please share them!

Can I use your comments in my marketing materials?

YES

NO

If yes, please include the following so I can provide proper attribution:

NAME: _____

TITLE: _____

ORGANIZATION: _____

Thank you for your input!

September 9, 2008