

Why am I here?

(Non-existential version)

Check-in

1. Name
2. Role with the company
3. Favorite hobby as a teenager?
4. Why are you here?
A hope or hope not for the next
few days ...

Everyone gets to hear their voice and contribute.

Keep record of Hopes and Hope Nots

the agenda

MONDAY AFTERNOON

- The Research & Concepts that comprise rapidchange

TUESDAY: TOOLS

- Wellford opens us up with how this fits into CMG's success
- How the research translates into tools.
- Personal and Team development tools.

AGENDA

WEDS MORNING

- LPMW Workshop construction

WEDS AFTERNOON

- LPMW teach back and Q&A

THU

- Build-a-workshop

TOOLS	Fundamentals	RapidLean	Solution Forums	Alignment
Hello Circle	x	x		
Ground Rules	x	x	x	x
Check-ins	x	x	x	x
4-on-the-Floor	x	x	x	x
Toxic Pool	x	x	x	
Barrier Drawings	x		x	x
Speaking Truth	x		x	x
Courage Scale	x	x	x	x
Bias Check List		x		x
Respectful contrary				x
Shared History				x
Values Check-in				x
3-years-out	x	x		x
1-minute consultations	x	x		x
Brain Train	x	x		x
Stakeholder circle		x		
Check Out	x	x	x	x



Think



Act



Feel



Feel



Act



Think

Manager/Leaders are responsible for moving people, when necessary, from this to ...



Feel



Think



Act

YOU DON'T CHANGE PEOPLE'S MINDS WITH LOGIC



Experience

Why businesses fail

Top 10 reasons provided by members of the ELTs of 10,000 failed companies, 2010-15.

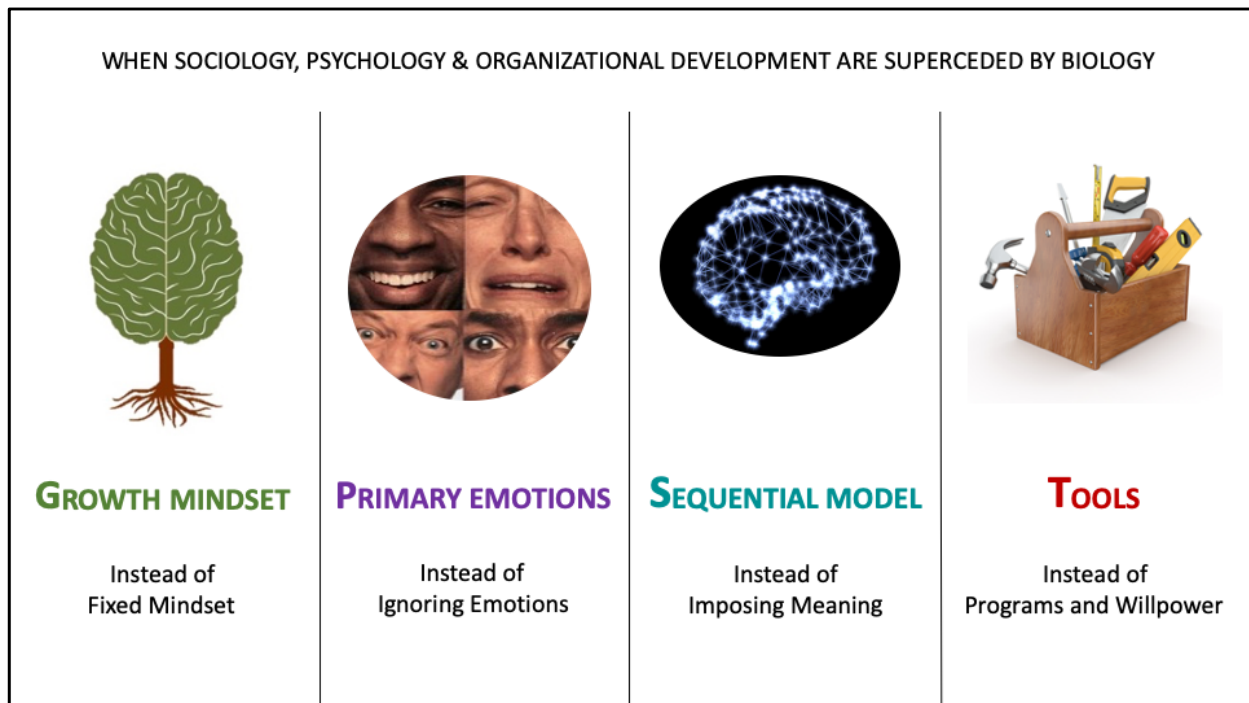
How many of these are “emotion” free?

1. False certainty
2. Ignoring customer needs
3. Inability to access capital
4. Not learning from mistakes/failure
5. Lack of alignment between managers and employees or managers and executives
6. Scaling too soon
7. Poor financial management
8. Following flawed business plan
9. Wrong partner/partnership
10. No succession plan

KPMG SURVEY OF FAILED BUSINESS LEADERS

slow down to speed up





WHEN we recognize that Emotions/Feelings are unavoidable, it forces us to look at a different set of skills inspired by a different set of

These are the underpinnings of what makes rapidchange successful:

GM: We believe that the only companies that improve are those who have faith in individuals' ability to improve and groups of individuals improve their ability to work together.

NS: We don't believe in collective willpower; we believe in understanding the biology of how people make decisions so we can create the conditions that lead to better decisions.

TOOLS: Processes and structures will change over time. We need to have tools that are adaptable to many situations and that make things simpler, not add to their complications.

WHEN SOCIOLOGY, PSYCHOLOGY & ORGANIZATIONAL DEVELOPMENT ARE SUPERCEDED BY BIOLOGY



GROWTH MINDSET

Instead of
Fixed Mindset

Growth Mindset is a concept championed by Carol Dweck of Stanford that addresses how people and organization's learn.

In a **growth mindset**, people believe that most abilities can be developed through dedication and hard work—brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment.”

In a **fixed mindset**, people believe that we are born with our most basic abilities and that there is a natural cap on those abilities. Hard work pays off, but only in those areas in which you have a “gift.”

Fixed Mindset

*Intelligence is limited and individual,
making new ideas difficult to develop*

Culture

... Hero-to-zero

Obstacles

... Seen as threats

Effort

... Too much is a sign of weakness

Feedback

... Ignore criticism, get defensive

Mistakes

... Avoid at all costs; deflect responsibility

Growth Mindset

*Intelligence and new skills are developed
through effort and attention*

Culture

... Learning and growth is highly values

Obstacles

... Opportunities for achievement

Effort

... Is the path to mastery

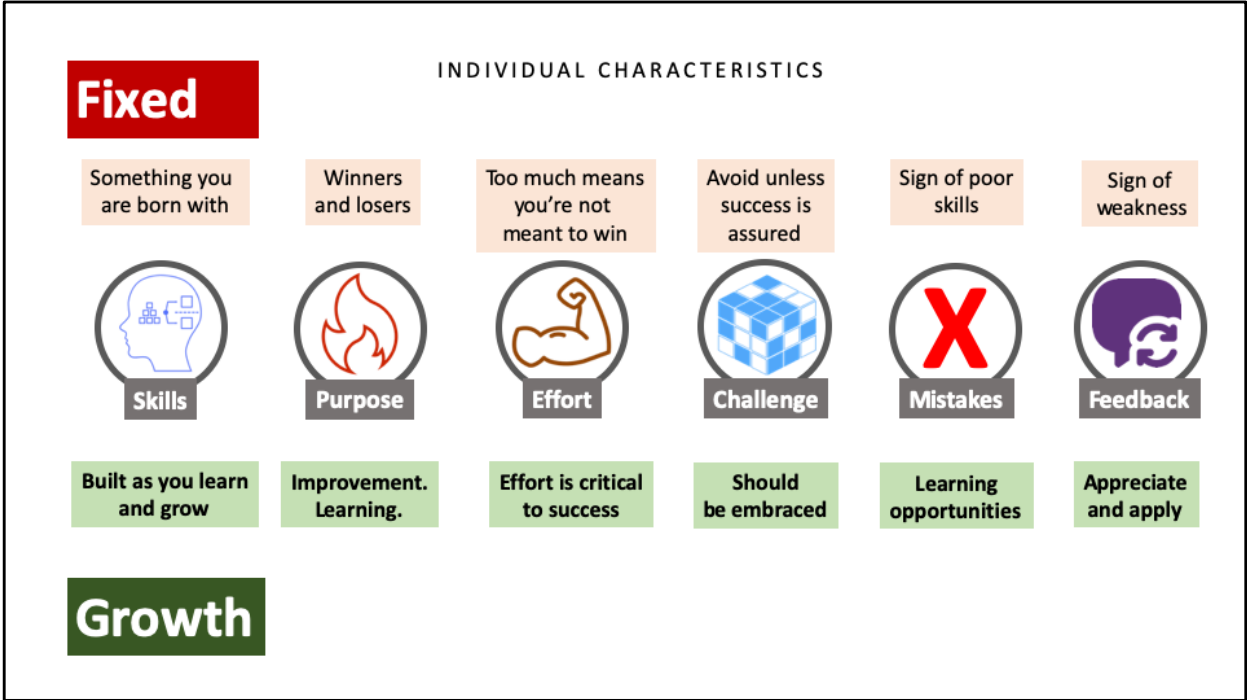
Feedback

... Learn from the positive and negative

Mistakes

... Part of the improvement process





DWECK breaks down Fixed vs. Growth into six areas where the two mindsets greatly differ:

- Skills
- Purpose
- Effort
- Challenge
- Mistakes
- Feedback

MINDSET REINFORCERS

Fixed Mindset Growth Mindset

*Intelligence is static, making new skills
difficult to develop*

*Intelligence and new skills are developed
through effort and attention*

COMPETENCY

Given the option, employees will underperform so expect the minimum

CONNECTION

Intense internal competition; you are in or out; Metrics are 'need-to-know'

APPRECIATION

Hero-to-Zero culture; people are 'born talented'



COMPETENCY

People want to get better and are expected to take ownership

CONNECTION

With context, people use metrics as means for improvement

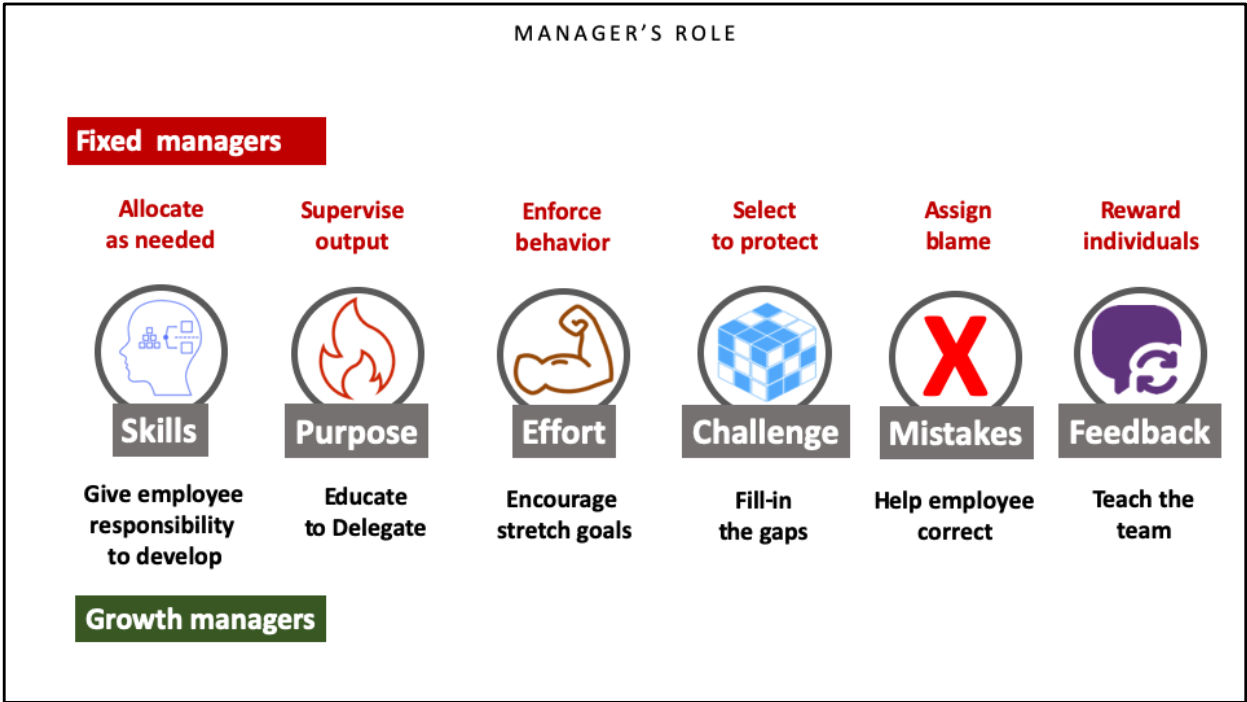
APPRECIATION

Used as a tool for learning and to encourage growth

16

IN LARGE ORGANIZATIONS, GROWTH VS. FIXED IS MORE EASILY DISTINGUISHED BY THE APPROACH TO THESE HUMAN NEEDS:

- Competency
- Connection to the output
- Appreciation



This tends to be reflected in how managers approach the Big 6 factors.

GROWTH MINDSET: Improving the manager/employee relationship

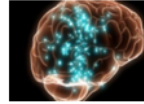
Fixed Mindset Organization



People have set abilities and are limited in their capacity to improve or add to those.

Manager's role :

1. Closely supervise employees.
2. Set measurable objectives.
3. Reward personal accomplishments.
4. Immediate consequences for performance problems.



Growth Mindset Organization

People come with specific abilities and are capable of improving and adding to those.

Manager's role:

1. **Make performance & growth the employee's responsibility.**
2. **Employees demonstrate knowledge of the business by setting their own goals.** Manager provides context and fills in the gaps.
3. **Reward performance** with an eye to what others can learn.
4. **If there is a performance shortfall**, the employee's responsibility is to correct it or recommend a fix.

Many of us have been taught to be Fixed Mindset managers. We and our employees are probably fairly comfortable with the behaviors on the left.

However, pioneering companies that are creating markets and are consistently innovative practice the set of behaviors on the right.

Getting from Fixed to Growth requires balancing Courage and Empathy, Logic and Emotions, Process and Innovation. The right balance for your company will be very different from any other company. You cannot replicate someone else's success. You are not GE. You are not Apple.

Fixed: These Questions elicit Reptilian responses anchored in anger and fear

Why did you do that?

How did this happen?

Who was responsible?

What's your position on this topic?

Tell me how you came up with that.

How are we going to clean this up?

Growth: These Questions engage people's neo and pre-frontal cortexes

GROWTH MINDSET

Something as “harmless” as how we ask questions can signal a type of mindset

WHEN SOCIOLOGY, PSYCHOLOGY & ORGANIZATIONAL DEVELOPMENT ARE SUPERCEDED BY BIOLOGY



PRIMARY EMOTIONS

Instead of
Ignoring Emotions

*You don't **reason** people out
of what they didn't **reason**
themselves into.*

– Shaker Proverb
1800s

Purpose: Reason and logic are not the answers to everything. In fact, Certainty is an emotion, not a state of enlightenment. When we become addicted to linear thinking we miss all the opportunities for greatness.

Talking Points:

- This Shaker proverb is very wise about emotions.
- If a person does not reason themselves into a position, we cannot convince them of anything by giving them data.
- Use examples of phobias – fear of heights, fear of snakes, etc.

Tie-Downs:

- We cannot give someone data to convince them of alternative positions if they did not reason into it.
- PEOPLE HAVE TO EXPERIENCE THEIR WAY INTO A NEW WAY OF THINKING.



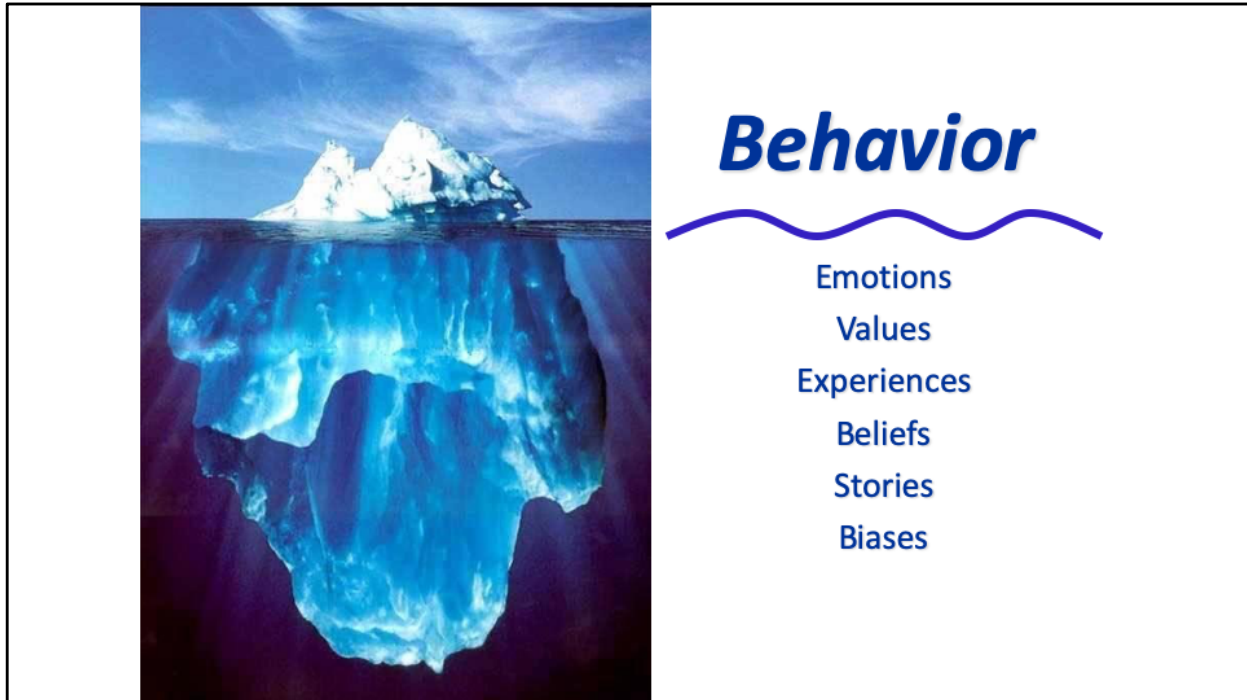
Our brains are wired this way.

You don't "win" by fighting or ignoring the wiring but by understanding it.

This isn't psychiatry, sociology or organizational development.

This is biology.
That's why it works.

The next two sections are based in biology. Our recommendation is to stick to the biology and not enter the world of psychiatry or sociology.



Purpose: To illustrate how much more there is below the surface that compile hidden drivers of behavior than the behavior we see above the water line.

Talking Points:

- How much of an iceberg is below the water? Humans are like icebergs—our outward behavior can be seen, but that’s just the “tip of the iceberg”. What drives those behavior is below the surface
- We may tend to pass judgment not knowing what experiences, pain, etc. someone else has had.
- Over time, when people feel hurt or angry and think no one cares, their emotions can freeze like this and it is hard to get through.

Tie-Downs:

- Much more is below the surface that drives behavior than is realized.
- People can become frozen with emotion that has not been processed.
- To work well with others, they need to cultivate insight into how people:
FEEL, THINK & ACT.

Disempowering (Red Ink) Behaviors

1. **Rejecting, attacking** - Rejecting or putting down others' ideas; countering; saying "no" to everything; constant devil's advocate
2. **Making fun of others** - Sarcasm, "zingers"; double-edged humor; gossiping; telling stories about others' mistakes; open put-downs
3. **Withholding** - Stinginess with information; keeping information close to the chest; stuffing feelings; not sharing personal feelings and denying those of others
4. **Distracting, pretending (fogging)** - Pretending everything is all right; masking feelings; changing subjects; jumping to another agenda
5. **Dismissing, discounting, disqualifying** - Ignoring someone, giving other projects higher priority; giving unrealistic schedules or timelines; discouraging
6. **Blaming and punishing** - Getting even, carrying grudges, "Don't get mad, get even," spreading gossip; blaming someone else; berating others
7. **Controlling** - Giving orders; manipulating others; carrying secrets; controlling information; dedicating inadequate resources and/or training
8. **Sabotaging** - Intentionally malicious obedience, knowingly doing the wrong thing to make boss/co-workers look bad; giving misinformation
9. **Criticizing** - Finding flaws-looking for what is wrong; verbally or nonverbally disapproving; not rewarding or recognizing efforts; judging
10. **Intimidating** - Making yourself seem powerful, either verbally or non-verbally; serving self-interests; acting like you have "expert" status; bullying, demanding
11. **Trivializing** - Leaving someone's item off the agenda, allowing too little time; implying that an accomplishment was just OK; suggesting that anyone could have done it
12. **Excusing** - Not expecting much from a particular race, gender or group; making excuses for people's behavior, explaining it away; overly sympathetic
13. **Name calling, labeling** - Teasing through name calling; identifying people through their faults; mean-spirited put-downs; talking behind people's backs
14. **Forgetting** - Not taking responsibility; forgetting people's names; procrastinating; trying to hold information in your head; not recording it appropriately
15. **Denying** - Denying that some event or behavior occurred; intentional forgetting; not commenting on inappropriate behavior; not taking responsibility
16. **Distrusting** - Acting suspicious; speaking with cynicism; questioning in a doubting tone; over-responsibility; only you can get it done right
17. **Intruding** - Completing others' sentences (often pretending to be helpful); interrupting; prying, probing, questioning; inserting oneself into others' conversations
18. **Egotism, selfishness** - Hurting others to advance oneself; not acknowledging others' needs; self-interest; controlling agendas to promote self
19. **Competing, perfectionism** - Always wearing the "white hat" and acting superior; flattering high status people; name dropping; politically ambitious
20. **Reacting** - Knee-jerk responses to certain people and certain words; lack of emotional discipline; responding with charged feelings
21. **Abusing, abusive anger** - Criticizing people in front of others, being disrespectful; assaulting others with anger; aggressive behavior; false pleading; yelling, sarcastic tone
22. **Guilt, shame** - Publicly blaming someone in order to belittle them or their contributions with the intent of neutralizing the person's ability to participate in a solution.
23. **Apathy** - Contributing just enough to survive; feeling as if one's contributions are meaningless; behaving as if consequences for behavior are not relevant or "worth the trouble."

PROBLEM BEHAVIOR CALCULATOR

The cost of fear

TITLE			
PROBLEM BEHAVIOR			
SALARY (\$+benefits/year)		SALARY (\$+benefits/year)	
<small>/52 /40 = cost per hour</small>			
Hours spent on issue per week		Search firm Hiring costs	
<small>X (number of hours)</small>			
Problem duration		On-boarding costs	
<small>X (number of weeks)</small>			
Direct cost:		Replacement cost	
Number of peers		Number of reporting employees	
Peers' salary		Employee salaries	
Peer lost hours/week		Employee lost hours/week	
Impact Cost (People)			
Sunk costs		Replacement costs	
Burn rate (\$/week)		Cost of corrective action	




Ask yourself:

- When I'm under stress, where do I find myself on the scale?
- Does our leadership stay "above the line" in communicating and dealing with change?
- Do I recognize when I fall below the line?
- What can I do to bring myself above the line?
- What can I do to invite others above the line?

How Emotions Impact Our Contributions

The Courage Scale	
Level	Log
Enlightenment	700=1000
Peace	600
Joy	540
Love	500
Reason/Logic	400
Willingness	310
Openness	250
Courage	200
Anger	150
Fear	100
Grief	75
Apathy	50
Guilt	30
Shame	20
Death	0



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Are you above the line?

Dr. David Hawkins developed the scale to determine which emotions contribute or detract from interactions.

Among his findings:

- Courage is the "tipping point" between **taking** and **giving**.
- **Apathy** is more dangerous to group success than **Anger**.
- Effective leaders learn how to channel people's anger into constructive action.
- People rarely move out of apathy if allowed to stay there for extended time.
- Most companies spend more than **50 percent** of their collective time managing people below (200).

What exists between black & white?

Making real change requires managers to have a basic and shared understanding of how people Think, Act & Feel.

This program is designed to help you have insight into yourself as well as others. With this insight and understanding of how the brain works, people gain an understanding of how to engage more productively with others and to have greater work satisfaction.

Rapid Change comes from small, intentional, meaningful steps, not broad pronouncements.

Primary emotions

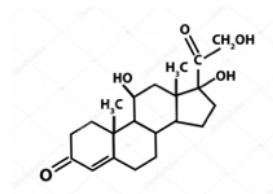
MAD



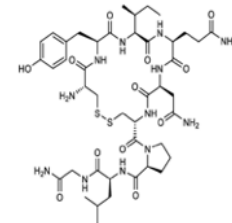
SCARED



Cortisol



Oxytocin



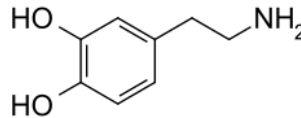
SAD



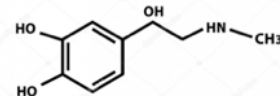
GLAD



Dopamine



Adrenalin



Mad, Sad, Glad and Scared are what cognitive neuroscientists call the primary emotions because they contain the chemicals involved in all emotions – Adrenaline, Cortisol, Dopamine and Oxytocin. Other feelings are mixtures or shades of these emotions. These Four Feelings drive human behavior, adding energy and motion to thought. They can be effective for identifying the real cause of problems. Remembering that all emotions stem from these four helps you navigate difficult conversations.

Emotions are NOT problems, so don't try to solve them. Instead, emotions need to be processed. You'll be amazed by how people respond if you simply acknowledge how they feel and repeat it back to them.

Because we've been told to not show these basic emotions at work, when we have difficult conversations a lot of our energy goes to suppress the physical and tonal signals, especially of Mad and Scared.

Mad, or better yet, Anger, is likely the most misunderstood of these primary emotions. When someone is angry it is most likely because they care and feel they have a "dog in the hunt." Most people avoid people who show signs of anger. But if you do this too often, the angry person becomes apathetic, which is a much more harmful emotional state for your business. Learning how to constructively engage angry people to either "step up" or "step out" is an important leadership skill in a time when our companies have many "smart, passionate" people.

Four Primary Emotions are a mix of:
Adrenaline, Cortisol, Dopamine and Oxytocin

Mad

Frustration → Anger



Sad

Disappointed → Depressed

Glad

Optimistic → Euphoric



Scared

Cautious → Terrified

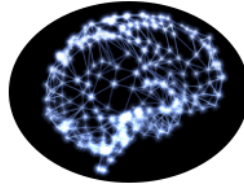
Essentially emotions are physical and instinctive. They have been programmed into our genes over many, many years of evolution and are hard-wired. While they are complex and involve a variety of physical and cognitive responses (many of which are not well understood), their general purpose is to produce a specific response to a stimulus.

For example: You are on your own and on foot in the savanna wilderness, you see a lion, and you instantly get scared. Emotions can be measured objectively by blood flow, brain activity, facial expressions and body stance.

Important note: Emotions are carried out by the limbic system, our emotional processing center. This means that they are illogical, irrational, and unreasonable because the limbic system is separate from – sitting literally behind – the neocortex, the part of our brain that deals with conscious thoughts, reasoning and decision making.

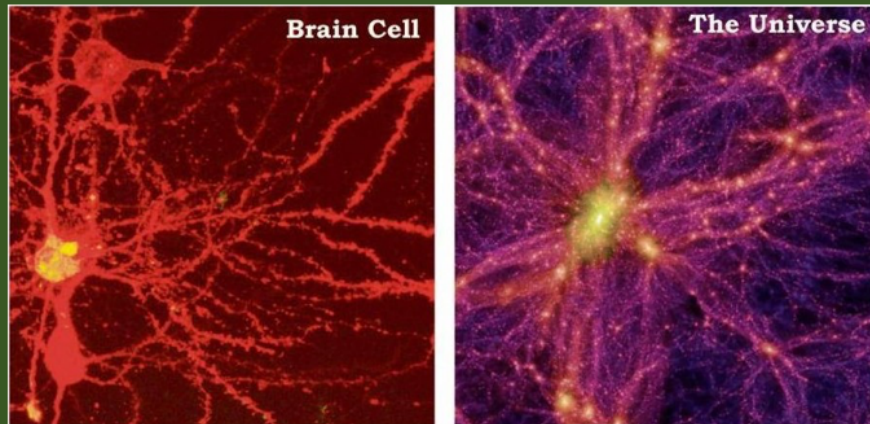
SEE EXERCISE DESCRIPTION

WHEN SOCIOLOGY, PSYCHOLOGY & ORGANIZATIONAL DEVELOPMENT ARE SUPERCEDED BY BIOLOGY



SEQUENTIAL MODEL

Instead of
Imposing Meaning

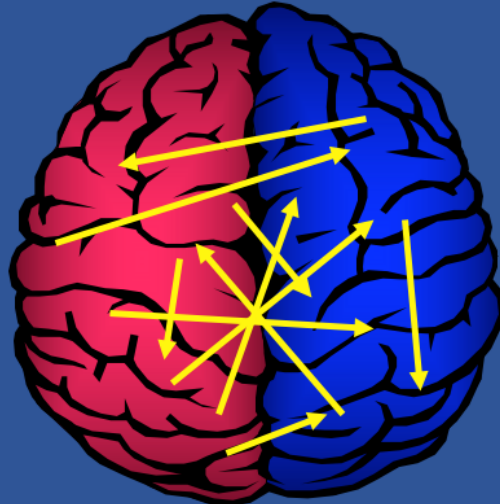


*Like the universe,
our brain is bigger on the inside*

Tie-Downs:

- As work becomes more about cognitive rather than physical, we need to better understand the processes behind how people make decisions.
- The brain runs on Glucose and Oxygen, which fuels electrical connections between neurons. We generate 40 volts of electricity that could light a 15 watt lightbulb.
- Those connections try to take the shortest route, we call them habits and biases.

Our behavior depends upon which part of the brain is in control.



“Every decision we make, physically alters our brains...”

*Dr. John Ratey,
Harvard University*

“User’s Guide to the Brain”

Purpose: To illustrate how a simple decision creates new connections in the brain.

Talking Points:

- Why would we want to continue to physically alter our brains? Our brains are not fully developed at birth.
- When we do the same thing over and over again, we create complex patterns in our brain. The brain does not care if these patterns are good for us or not. The good news is that we can choose which patterns to continue and which to change. These patterns are made by making the same choices over and over again and that is why what Einstein said earlier is so true: doing the same thing over and over again and expecting different results is a form of insanity.
- Brains are built for efficiency. They naturally want to follow routine and “fall asleep”. It requires effort to make a decision to learn and do things differently.
- Just by changing your seating position during this workshop, can significantly increase your amount of retention.
- From now on, please change your seat at each break, even though by now some of us have already become attached to our chair.

Poster: Add “change chairs after breaks” to list of ground rules

Tie Downs:

- Change creates new patterns/connections in the brain.

12,000,000,000



EXPERIENCES
BELIEF SYSTEMS
STEREOTYPES
BIASES
'SPAM' FILTER (basal ganglia)

FILTERS

40 bits/One meta topic/per second
< 1 percent of available information

Why it feels like you are drowning in information

Every second we are hit by the equivalent of 12 billion bits of information – what people are wearing, what color the walls are, what people are expressing on their faces, what people brought with them to the workshop and did we forget something, etc...

The amount for the mythical “average” American is 350 percent more than it was 25 years ago.

If our brains hadn't developed the ability to filter this information we would be paralyzed by indecision and fear. But it means we get by making decisions on less than 1 percent of the available information.

Our challenge is to adjust our filters to take in different perspectives ...

This is the difference between the iPhone and the Zune...

*Never in history have we asked the human brain to track
so many data points.*

6,400

The average working American makes 35,000 decisions a month, about 6,400 more decisions a month than their parents did at the same age.

30

The number of times per hour most people check their email inbox

3x

The amount of rules and policies the average worker is responsible for knowing compared to 25 years ago.

HOW DO RULES, DISTRACTIONS & DECISION-OVERLOAD IMPACT US?

Why we can't afford to tackle one at a time – why integration of data, emotions and action is the competitive advantage.

Today we are hit with a tidal wave of information ... much of it demanding our attention or at least our notice; this takes its toll on us individually.

Research shows that multitasking increases error rate by 50 percent

As the day goes on, our ability to focus decreases

30 – the average number of times per hour an office worker checks their email inbox.

8 – average number of windows open on worker's computer at any one time.

3 minutes; how frequently an average employee is distracted (self or otherwise)

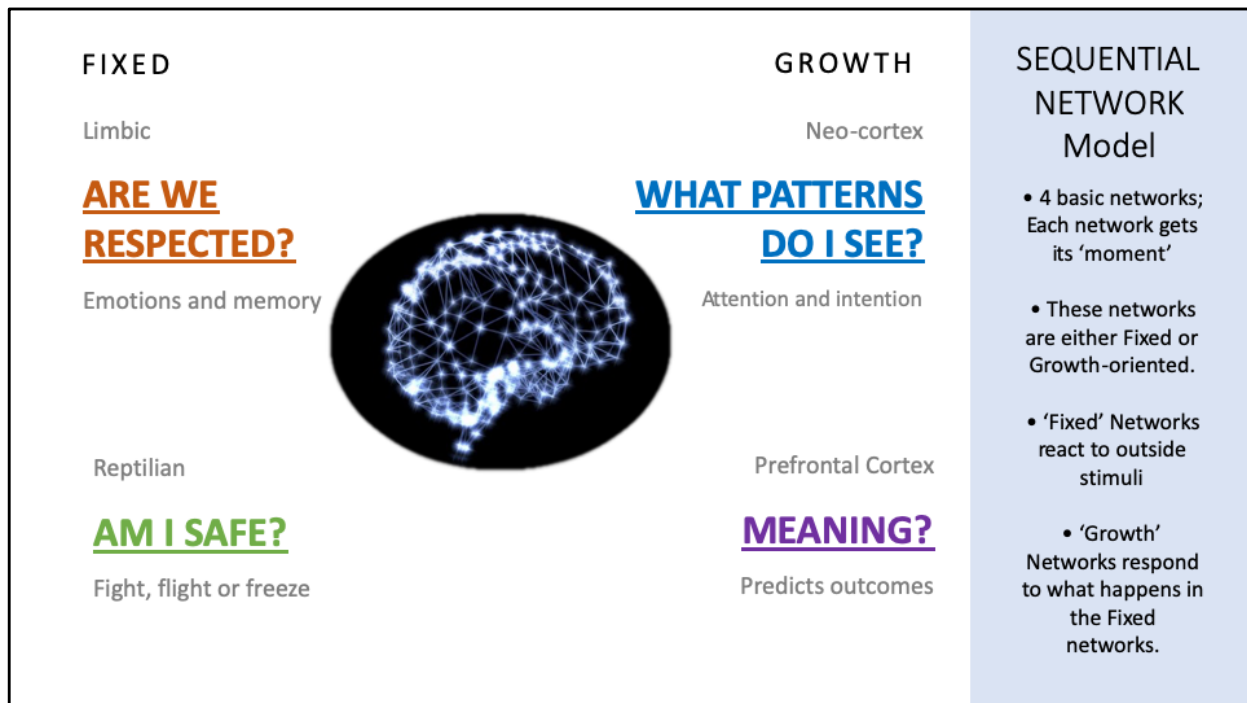
Emphasis point: 23 minutes; how long it takes to reach 'flow' state on a task.

Glucose + oxygen fuel our 85 billion neurons.



Each neuron makes about 10,000 connections a day

They can travel at 485 mph



We are mostly concerned with these four networks that act as gatekeepers when we come across new information. Metaphorically they ask questions that determine how much of the information we process, remember and can act upon.

These networks in essence divide the brain in half. The two FIXED OR “FAST” networks respond to the outside world, while the two GROWTH OR “SLOW” networks observe and respond to what’s happening in the FIXED.

Developing skills to REMOVE BARRIERS & BUILD RESPECT requires us to understand these FIXED networks – Reptilian and Limbic; and how they interact with the GROWTH networks.

An over-reliance on these FAST, FIXED networks leads people to believe they are gifted in some areas and not in others, leading people to not expand their universe; GROWTH, SLOW networks emphasize the hard work and practice needed to achieve and therefore take on new assignments.

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This knowledge has profound impact on the way we:

- Approach our customers
- Deal with conflict
- Introduce changes in structure and process
- Motivate and empower others
- Innovate and create



Tie-Downs:

- As work becomes more about cognitive work rather than physical labor, we need to better understand the processes behind how people Think, Act & Feel.
- Starting with the likely fact that the order is backwards:
- People usually feel first, act based on those feelings and then think up reasons to justify their actions.

<p>CHARACTERISTICS</p> <ol style="list-style-type: none"> 1. Most ancient part of the brain. 2. Constantly monitors for threats 3. Built for speed of decision, not accuracy 4. Territorial 5. Is silent (pre-verbal) 6. Defensive 7. Has no empathy 8. Shuns new ideas 	<p>FIXED GATEKEEPER</p> <p>Reptilian</p> 	<p>FOCUS</p> <p>Me</p> <p>QUESTION</p> <p>Am I Safe?</p> <p>REACTION</p> <p>Fight, Flight or Freeze</p>
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Without safety, employees tend to flip-flop between compliance and rebellion.

The Reptilian Network is ...

Really Old: The Reptilian network is built around the amygdala, an ancient brain area the size of an almond that manages everything your body does without you thinking about it – this network is all about keeping you breathing, your heart beating, your liver working, etc.

Very Reactive: Because of this role it is focused on your core physical and mental survival; therefore it is home of the Fight, Flight or Freeze response. Your brain wants you to decide if you're safe before it lets you do anything else.

Indiscriminate. To make that decision it will use the best available

evidence – often wrong or incomplete – to fill in needed gaps. This brain is built for speed, not accuracy, because if there is a threat, the longer you wait to decide the more likely you don't survive.

Experiments show that people who see pictures of a hostile dog and a hostile boss experience the same chemical reactions in their brains.

Application: Safe cultures are essential for improvement or change. Frightened or angry people resist even positive change. It makes little sense to start with the aspirational goals of such a change when there is one question that will be distracting most people:
How does this impact Me?

CHARACTERISTICS

1. About 250,000 years old.
2. Tells your body what hormones to produce in response to stimuli
3. Hyper-aware of body language and tone.
4. Has strong sense of team and family
4. Has “moral” sense of right and wrong
5. Obsessed with “fairness.”
6. Looks for respect

FIXED GATEKEEPER

Limbic



FOCUS

My tribe

QUESTION

Are We Respected?

REACTION

Fight, Flight or Freeze

Purpose: To understand behaviors demonstrated when the Limbic is engaged

Seat of emotions: The Limbic Network is where the hormones that regulate emotions are generated. Mad, Sad, Glad & Scared – what are called our primary emotions – all begin here.

Home of long-term memory. While our short-term memory is good at keeping track of where we put our keys (at least most of the time), our long-term memory is anchored here, entwined with our emotions. Our past experiences carry an emotional charge that is encoded in memories. That is how and where “gut decisions” are made.

Sensitive to Respect: The mix of memory and emotions helps us recognize we are part of a family, group, network or workplace. It looks for signs of respect and inclusion in people’s body language, facial expressions and tone of voice. It remembers what we feel is important, not what we calculate to be important. If we feel listened to, we feel respected.

Experiments show that dogs have a limbic network more robust than ours. If you own

a dog, you may relate to many owners who think their pet understands them. This is because dogs can read your body language and tone of voice, so it doesn't need to understand your words.

Application: If we don't feel respected it triggers our Reptilian Network, which, in turn, triggers our Fight, Flight or Freeze response and shuts down the rest of the brain. As such, emotions drive people; the dynamics between people drive business.

Talking Points:

- Very interested in others, with an attitude of “How can I help?”
- You can't talk someone into being part of a team/group, they have to feel it
- There needs to be alignment with mission/goals of a team and team member's feelings, values

Tie Downs:

- Limbic cares about community and family – outside of selves
- When the Limbic feels disrespected it triggers the amygdala, where it connects to the Reptilian Network

CHARACTERISTICS

1. 50,000 years old, so a fairly young network
2. Looks for patterns; 'What is ...'
3. Gathers data; likes novelty and new ideas
4. Controls attention and intention
5. This network tires easily
6. Discerns the nuance of language
7. Holds the concept of numbers

GROWTH GATEKEEPERS

Neocortex



FOCUS

Identifying Patterns

QUESTION

Is it interesting?

REACTION

High interest or high boredom; tires easily

- Why is it that emotions are often more powerful than reason and logic? While the Limbic Network has been refined by a hundred million years of evolution, the Neocortex, our logic center, is just 50,000 years old. In essence the Reptilian and Limbic networks have squatter's rights; every input that reaches the Neocortex must first pass through them.

- **Young and observant:** One way to think about this network is that it is very powerful but evolution hasn't had time to work out the kinks. The main job of the Neocortex is to look for patterns. This first allowed us to become better hunters and then to recognize seasons and weather patterns, which allowed us to farm.

- It has grown rather quickly into the creative and logical part of the brain where data is gathered, details observed and other higher functions occur. Historically, people called this the hemispheric brain, believing the left and right sides of the brain had different functions. We now recognize that these hemispheres are connected and interdependent.

- **Experiments** looking at how we read, for example, show the right brain recognizes a letter as a symbol for a sound and communicates with the left brain that these

symbols go in a specific order to form a word. But experiments also show this network is easily distracted and cannot be efficiently accessed until the Reptilian and Limbic brains are calmed.

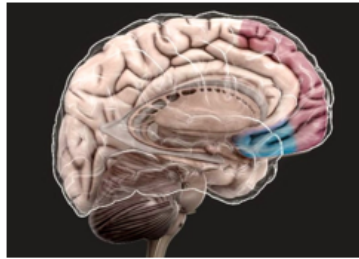
•**Application:** The ability to see patterns is humanity's gift. But it also is very deceiving – there is a difference between seeing a pattern and knowing what it means. This often leads to confabulation: attributing conscious choice to behaviors that have been influenced unconsciously, while we assume our own choices are guided solely by the explanations we conjure.

CHARACTERISTICS

1. Youngest brain network; developed to inhibit Reptilian and Limbic networks from making mistakes.
2. This 'distance' allows it to act as CEO of brain – brings all networks into synch (but like most CEOs is often last to know)
3. Takes patterns from neocortex and asks 'What if ...'
4. Has a "high-speed connection" to Limbic.
5. Curious, competitive; also empathetic & compassionate

GROWTH NETWORKS

Prefrontal cortex



FOCUS

Beyond Me

QUESTION

What's the meaning?

RESPONSE

Multiple outcomes from a single event

- The Prefrontal Cortex functions as the puzzle master, figuring out how to fit together all the patterns the Neocortex has observed. This gives humans the rarest of abilities: To see multiple consequences from a single behavior.
- This network can override your emotions and your amygdala's Fight, Flight or Freeze response. Ironically, because it is the last part of our brain to develop, it does so only after the amygdala is engaged; not before, when it would be most helpful.
- Experiments show this is where the brain works to understand the complex and simplify the complicated. While we use those words interchangeably, your brain sees them differently:
 - Complex is a natural state of many systems with integrated parts and multiple impacts. Complex systems can be studied and understood because there is an internal coherence.
 - Complicated is something done to a system. These are changes, alterations and interventions that skew the natural and expected sequences.
- Our prefrontal cortex makes sense of this by constructing connections – or, what we

call “stories.” To build stories, this network relies heavily on active connections to the emotions and memory in the Limbic Network.

- Application: Using stories to change behavior is more effective than logical declarations. Because stories don’t necessarily proclaim truth – each person takes away a slightly different meaning from the same story – they don’t trigger the Reptilian Network or elicit attempts to refute them. So “own” the story your employees are telling about you and your company.

Alternative to arguing

1. Arguing closes people down.
2. Listening & repeating back slows them down.
3. That's when you have a shot of doing the impossible: changing that person's mind – or yours.
4. Listening, not arguing, is the best way to shift a perspective.



© Rapid Change Group

Purpose: Continue looking at the characteristics of the Limbic System.

Talking Points:

- We don't operate in isolation in this part of the brain, but actively look for ways to reach out and support others.
- Important! We do not respond to words in limbic-mode, our nonverbal "antennae" is on and engaged. We're picking up on tone of voice, facial expressions, and body language of others—and getting a message!
- We can't "talk" people into being team players, owning a vision or taking responsibility.

Tie Downs:

- We must feel a connection between team mission/vision and our own value system to feel ownership.
- The limbic does not understand words

ORANGE

State the **Color**

Each Of The Six Words

Are Printed In,

Out Loud

Do Not Read the Word

Purpose: To demonstrate how the left brain seeks control of the right brain.

Talking Points:

- There are two verbal centers in the left brain -- this brain understands words
- The one verbal center in the right brain is metaphorical and symbolic-- it can only communicate ideas through metaphors or symbols
- Since the left brain has 2 verbal centers it seeks control of the brain
- Demonstrate slide
- This is a great illustration of what we mean by the left brain seeks control

Tie-Downs:

Right side of the brain reads color; left side reads words.

- Two verbal centers in the left brain (words)
- One verbal center in the right brain (metaphors and symbols)
- Left brain seeks control of the brain

WHEN SOCIOLOGY, PSYCHOLOGY & ORGANIZATIONAL DEVELOPMENT ARE SUPERCEDED BY BIOLOGY



TOOLS

Instead of
Programs and Willpower

WHEN we recognize that Emotions/Feelings are unavoidable, it forces us to look

These are the underpinnings of what makes rapidchange successful:

GM: We believe that the only companies that improve are those who have faith in individuals' ability to improve and groups of individuals improve their ability to work together.

NS: We don't believe in collective willpower; we believe in understanding the biology of how people make decisions so we can create the conditions that lead to better decisions.

TOOLS: Processes and structures will change over time. We need to have tools that are adaptable to many situations and that make things simpler, not add to their complications.

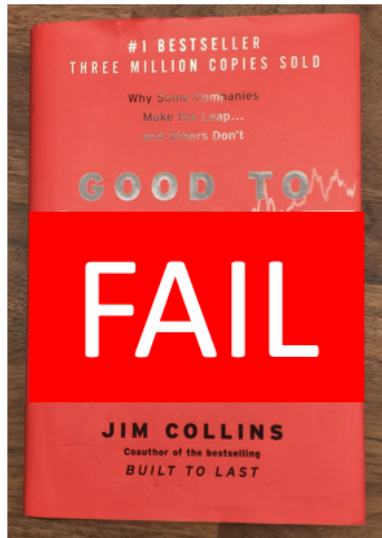
Why tools?

1. Tools are forever; programs fade away. Our tools are designed to be used in multiple situations and be adapted to take on tasks we can't yet imagine.

2. Tools build on existing knowledge. You are busy enough. The last thing you need is more to do. Our approach is to give you a nail gun so you don't have to use a hammer. That doesn't mean you will never need the hammer. But you definitely won't use them at the same time.

3. Leading people is not the same as managing task completion. When skillful technical workers get promoted, they quickly realize it takes a separate, sometimes overlapping, set of skills to bring out the best in people and achieve outstanding results.

Myth #1: The best way to understand high performance is to study successful people and organizations



Reality #1: Numerous studies demonstrate that people learn more from stories about failure and need tools that adapt to failure.

Myth #2: Success is a sign of high capability matched with high effort and drive.

NEW YORK TIMES BESTSELLER

"Pink makes a strong, science-based case for rethinking motivation—
and then provides the tools you need to transform your life."
—MEHMET C. OZ, MD, coauthor of *You: The Owner's Manual*

Daniel H. Pink

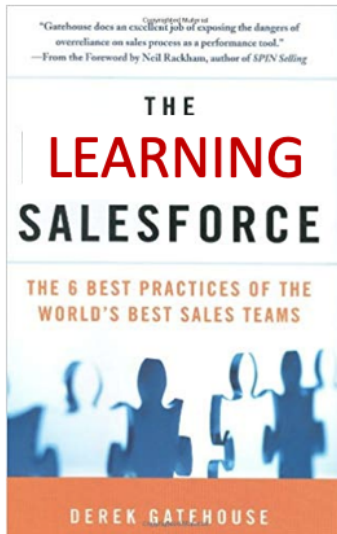
author of *A Whole New Mind*

LUCK

The Surprising Truth
About What Motivates Us

Reality #2: Timing, 'head starts,' luck and agility in response to market dynamics are better determiners of success.

Myth #3: If we mix and match best practices, we will find a formula for success



Reality #3: Best principles are more influential than best practices; having the right tools give leaders the ability to create processes based on those principles.

Amos Tversky's informal laws of behavioral economics



- People predict very little and explain everything
- People believe they can tell the future if they work hard enough at the details
- People will accept any explanation as long as it fits the facts
- People often work hard to obtain information they already have just to avoid new knowledge
- People act as if everything that has already happened must have been inevitable

You are the CEO

of your *life*,
of your *space*,
of your *thoughts*,
of your *feelings*,
of your *energy*,
of your *work quality*,
of your *dreams*,
and of your *future*.

Insecurity is incredibly damaging in a corporate environment. You end up making poor decisions; a lot of things you do are based on fear, and eventually they will fail.

Omar Hamoui, CEO of AdMob

Personal responsibility is key to engagement. When people own the power of their choices, they can be powerful in changing the culture.

Purpose: To reinforce where we are each day on the Courage Scale is a choice and we are very powerful human beings when we choose to be.

Talking Points:

- What does the CEO of a company do?
- We offer that you are also CEOs' of your life.
- People do not have a remote control that "makes" us do things
- We may have our "buttons pushed", initial reaction, and the experts tell us after three seconds we choose to stay with that emotion
- Sometimes we need to gain skills to manage our emotional responses.

Tie-Downs:

We are personally responsible for our own choices.

Day two: The Presenter

1. Trust the process ...

There's a reason one step follows another.
Adapt, but don't abandon.



1a. Be purposeful

- **Start with an engaging story**, rather than the material.
It should be a story you feel comfortable with to help you feel comfortable and the group to feel comfortable with you.
 - The story is more for you but has a clear tie to group
 - The story should not be about how smart/experienced you are.
- Change your voice inflection to keep the group engaged.
- Change your pace, sometimes slower; sometimes faster
- Address the entire audience, not just one side of the room.

1b. Questions that tie-down the learnings

- So why would we do an exercise like this?
- So what did you get out of this exercise?
- Why would we spend x amount of time doing something like this?
- **WHAT ELSE?**
 - You may need to ask this 5-6 times
- Turn to you partner and share your thoughts/take on the last point
 - What did you share with your partner?



2. Meet people wherever they are, then invite them to join you.

“Would you be willing ...”

“Is it possible ...”

“Can you imagine ...”

2a. Adapt to your audience

- Every group perceives themselves as 'different' and 'unique.' Make sure your stories and examples relate to their uniqueness.
 - example: Don't tell under-performing stories to high-performing groups.
 - example: Don't tell stories about illegal activity to groups in highly sensitive professions.
- Research the industry you are working with before talking to



3. Don't apologize for asking people to leave their comfort zones

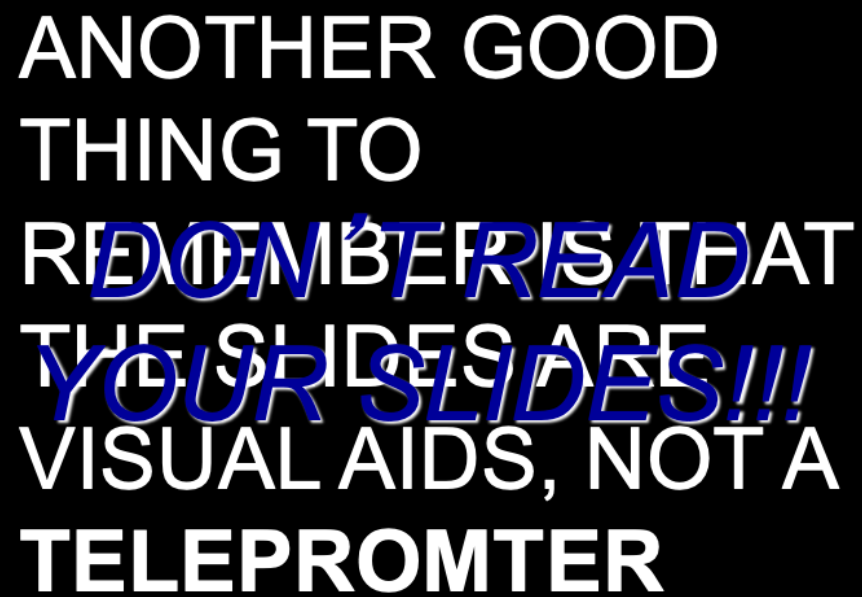
3a. Make it easy to succeed

- Be clear on instructions for any exercises to make sure they know what is expected of them
- Ask questions at the start that are easy to answer; build in complexity as the workshop progresses
- Build on any response
 - You can repeat what they said, say 'great example' or 'tell me more about what you mean ...'

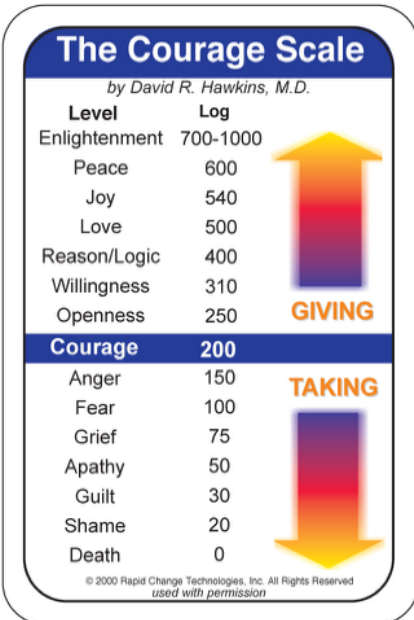
4. It is not about you ...

If you feel like you're working really hard, you may need to stop trying. Adults learn by talking with each other. Let them do the heavy lifting.





ANOTHER GOOD
THING TO
REMEMBER IS THAT
**DON'T READ
YOUR SLIDES!!!**
THE SLIDES ARE
VISUAL AIDS, NOT A
TELEPROMTER



5. Angry people care

Too often, we walk away from people when they're angry, right at the moment it is clear they care. Remember **Anger** and **Fear** are closer to Courage than Apathy and Guilt.

5a. Dealing with difficult groups

- Trust the process; hold your center and remain 'loving.'
- You may need to allow time for them to vent – do this earlier in the session rather than later.
- Emotions are not problems; don't try to solve them; let them talk about them.
- Keep the structure to calm the reptile.
- Be aware of timing – it may be too early to be 'positive.'



6. Avoid “But”

“But” cuts off conversations and everything that comes before it. Try “and.”

6a. Questions are the answer

- When in doubt; ask a question
 - Do you have an example of a toxic environment?
- We are NOT teachers. Teachers put in information
We are educators. We draw out information from the group
- Be comfortable with silence and be patient for responses
 - Most groups think if they stay silent, we won't ask any more questions.
 - But if we wait, they will loosen up.



7. Make It Practical

Bring the science and the theories back to practical business applications through stories and examples.

7a. Think continuous improvement

- Practice, practice, practice
 - Our clients pay for this work; let's demonstrate our tools
- Have your training partner take notes for feedback
- Conduct an after workshop review
 - What worked?
 - What didn't?

Misc. Tips

- Don't give your back or stand in their way
- Your presenter mouse is an extension of you, NOT a sacred jewel ☺
- Don't over explain technical problems, just keep telling your story and fix it or have your co-instructor fix it
- When asked a question, put it back on the group first before answering

Tell Me a Story

Tell Me a Story about your favorite gift
when you were young:



Tell Me a Story about an Old Man you knew
when you were young:



Tell Me a Story about a time when you were
young when you were SAD:



Tell Me a Story

Tell Me a Story about your favorite holiday when you were young:

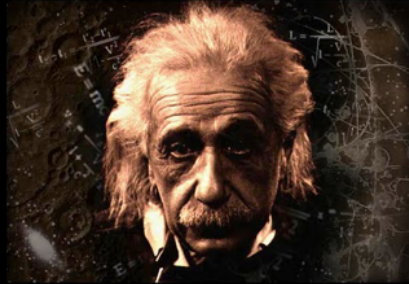


Tell Me a Story about an Old Woman you knew when you were young:



Tell Me a Story about a time when you were young when you were SCARED:





Definition of Insanity

*“Doing the same thing over and over
and expecting different results...”*

Purpose: To illustrate the importance of doing something different to impact your business performance.

Talking Points:

- Does this adage of Albert Einstein’s make sense to you?
- This definition of insanity is one of the underlying principles of Rapid Change
- Research shows that a vast majority of companies fail when they try something different – about 70 percent fail to move the performance numbers in a positive direction, whether they are doing lean, Six Sigma, Agile or any host of programs.
- Most of these efforts are simply new ways of doing the same thing.

Tie-Downs:

- To get different results, change needs to happen
- Vast majority of organizations fail when they try to change
- Companies invested large sums in change initiatives and still failed

Paradoxes of the Cognitive Era

Pursue Happiness

Resentment

Freedom

Loss of privacy

Access to Information

No time to create meaning

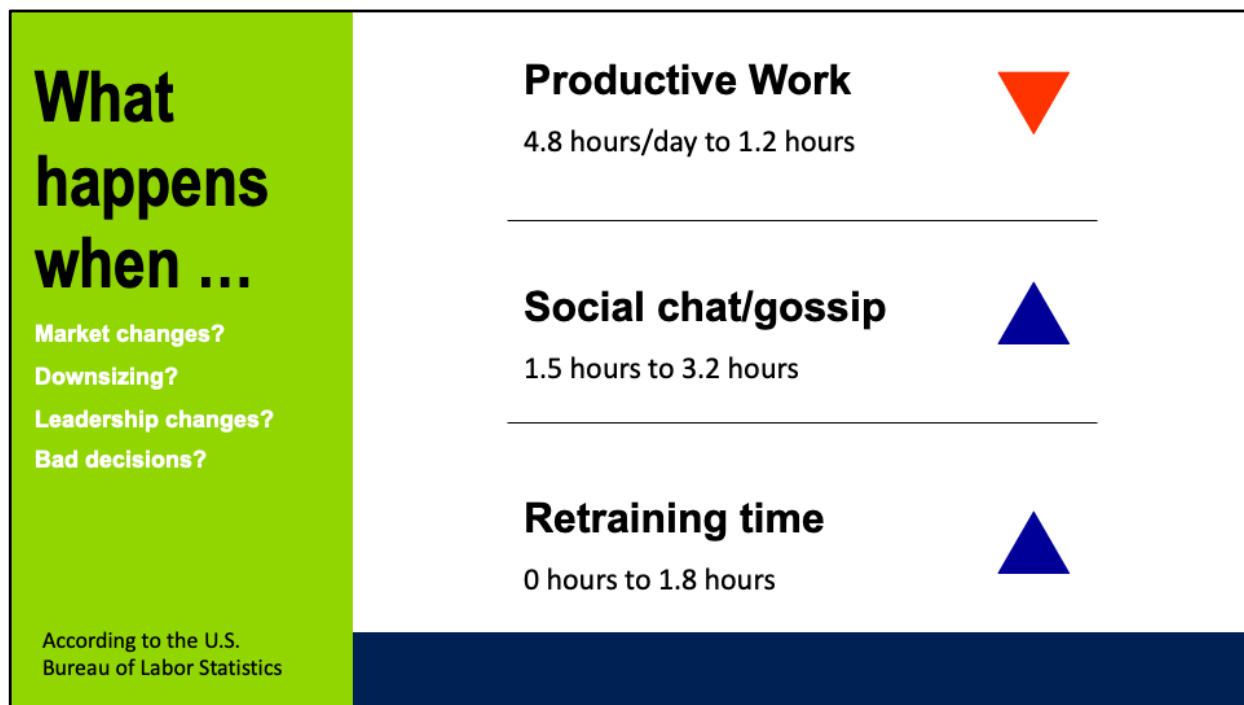
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Purpose: To illustrate the effects that changes to the workplace can have on employees, productive work and an engaged work environment.

Talking Points:

- Have you ever been exposed to any of these type of changes or bad decisions?
- Why do you think productive work goes down?
- Northwest Airlines announces it is going to cut its workforce by 5,000 people but gives few details. How many of the 30,000 employees are thinking about this change? Is it just 5,000 people?
- Brain is a closed loop system: If people don't have answers, what do we tend to do? We look for them. And if we can't find them? We make things up. It is because the brain wants to close the loop. It sends information out – say a smile – and if it doesn't get a response, it wants to know why.

Background: closed loop system is based on Cannon-Bard Theory and Cerebral Cortex, Closed Loop System, Vol. 13, January 2003, [Oxford Journal](#)

Tie-Downs:

- Changes affect the workforce
- The less information given when a change happens, the greater effect on the workforce
- Our brain is a closed loop system
- Employees will fill in the “gaps” when information is lacking

Tools for Individual growth

1. Feel. Act. Think.
2. Safety; Respect; Patterns; Meaning
3. Courage Scale
4. Listening to repeat back
5. Feedback consent; Asking for feedback
6. Tone of voice & Body language
7. Speaking Truth
8. Complex/Complicated
9. Bias Recognition
10. Relaxation

Tools for team growth

1. Feel. Think. Act.
2. Check-in
3. Courage Scale
4. 4-on-the-floor
5. Drawing Insights
6. Why/How accountability
7. Speaking Truth
8. Respectful Contrary
9. Brain Train
10. 1-minute Consultation
11. Stakeholders Circle
12. X-Years Out



- **Control Group** **80% cancer rate**
- **High Stress Culture/Env.** **92% cancer rate**
- **Low Stress Culture/Env.** **7% cancer rate**



THE JOHNS HOPKINS STRESS TEST FOR MICE

Stress is more influential than genetics.

What are you doing about **yours?**

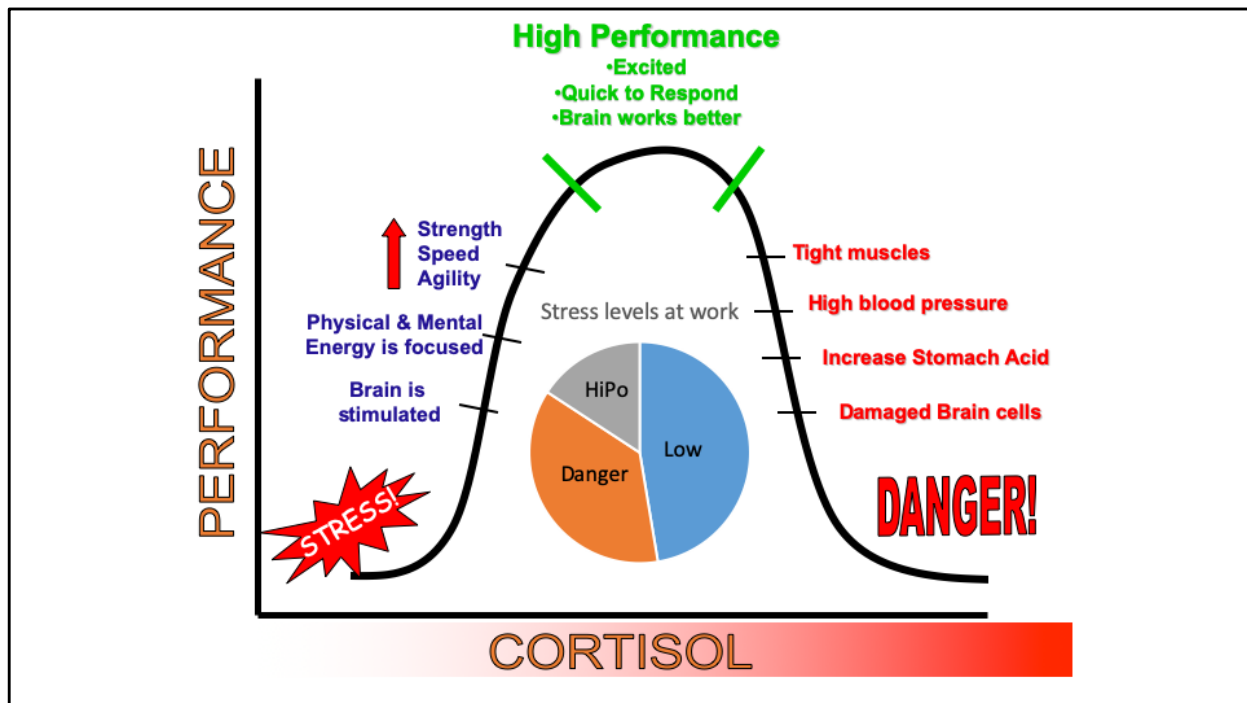
Purpose: To illustrate how stress affects our bodies that result in life threatening diseases.

Talking Points:

- Researchers conducted an experiment using mice that are specially bred to develop cancer. They were looking for the effect of environment or culture on a control group and two other groups of mice.
- Research conducted in mid 1970's – www.sciencemag.org, Articles: Mouse mammary tumors alteration of incidence as apparent function of stress.
- The control group developed cancer at the rate of 80% (a normal rate for these cancer-prone mice).
- A second group of mice were put into a high-stress environment or culture. Of the high-stress group, 92% developed cancer.
- The third group of mice placed in a low-stress culture developed cancer at an astonishingly low rate of 7%!!
- Is it possible that our stress levels are unknowingly making choices for us? Are we inviting cancer by the stress decisions we make? Or by the reactions to our environment that we select?
- It is never too late to live a healthier life.
- Ask people: What do you do to reduce stress?
 - There are three ways to impact cortisol: Exercise, breathing, and pleasure.

Tie-Downs:

- We can choose to manage our stress once we are aware of our current stress level and its impact on self and others.
- The brain requires repetition(21 days) to develop a new habit, otherwise it will revert back to the old habits.



Purpose: To illustrate how stress affects our entire body both positively and negatively.

The problem with this blunt reaction to stress - it's too often all or nothing - is that chronic stress is really bad for you. It causes chronic back pain, weakens the heart and kills brain cells.

Talking Points:

- Under stress our bodies produce a chemical in the brain called “cortisol”. It affects our performance as the bell curve suggests.
- When we produce cortisol for short periods of time we can enhance our brain power and performance. If we have found ourselves to be in the “zone”, we are experiencing the production of cortisol under stress.
- As the bell curve shows, we reach a point of cortisol production that begins to have an adverse affect – just the opposite of what we desire.
- A simple rule is that stress for a short period of time is good for us. Prolonged stress over time is not good for us.
- The challenge is to be aware that we are under stress or holding stress within our bodies. We may not recognize that we hold stress until we begin to experience physical problems as a side-effect.

Tie-Downs:

- Taking responsibility to reduce stress begins with awareness of how your stress level is affecting yourself and others (disempowering behaviors)

Relaxation, Exercise & Sleep

- Powerful tools for brain function
- Improve health and enhance personal power
- Sports teams use relaxation
- Combat harmful stress
- Cortisol - good and bad
- Practice enhances ability to decrease excess Cortisol
- Alpha wave cycle triggers immune system, improves mood
- Gamma wave cycle cements memories and cleans plaque
- Calms Reptilian, manages energy

Purpose: To introduce the benefits of the tool of relaxation.

Talking Points:

- Relaxation is a process to become more aware of where we hold stress in our bodies.
- We train our muscles to tighten up and we can retrain our muscles to automatically relax. This is called developing muscle memory.
- During the process of relaxation focus your attention primarily on the relaxation of your muscles. We don't generally need to train people to tighten their muscles up. Most of us do this well already.
- The benefit of relaxation comes with the release and relaxation of the muscles.
- If we feel very hyper and have difficulty calming down, relaxation can help us to reach a calmer state.
- If we are very tired, relaxation can help give us energy.
- By doing a simple relaxation every day, like the one we will do today, you can retrain your body to relax in as little as two weeks. Just recognizing your muscles are tightened up will cause them to automatically relax once the muscle memory has been established without going through a relaxation process.

Tie-Downs:

- This Progressive Relaxation is a process that train the brain how to relax, so...instead of taking 10 min....we can do it in 10 seconds—with practice and muscle memory..
- Using relaxation shifts the brain out of Reptilian mode.



Relaxation

Purpose: To introduce the tool of relaxation.

Talking Points:

- Relaxation is inexpensive and does not cost you anything except a few minutes of time.
- It is easy to learn and you can take this tool with you wherever you go.

Tie-Downs:

Employee Engagement requires people to get away from the disempowering behaviors of the Reptilian brain and move to empowering behaviors. Relaxation facilitates people to operate “above the line”.

See Relaxation Tool Description

PERFORMANCE CULTURE SKILL SETS



We're here to learn the skill sets necessary to lead an organization. This isn't complicated but it is complex.

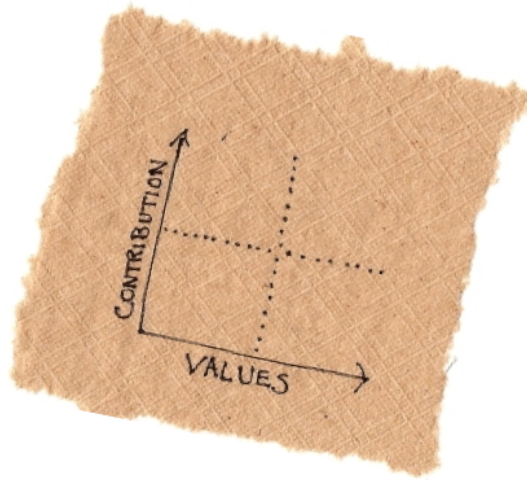
THESE SKILLS ARE DERIVED FROM four simple concepts that come from a BETTER UNDERSTANDING OF HUMAN BIOLOGY AND THE BRAIN.

These are the four sets of skills you a brain savvy manager can master to create a Performance Culture:

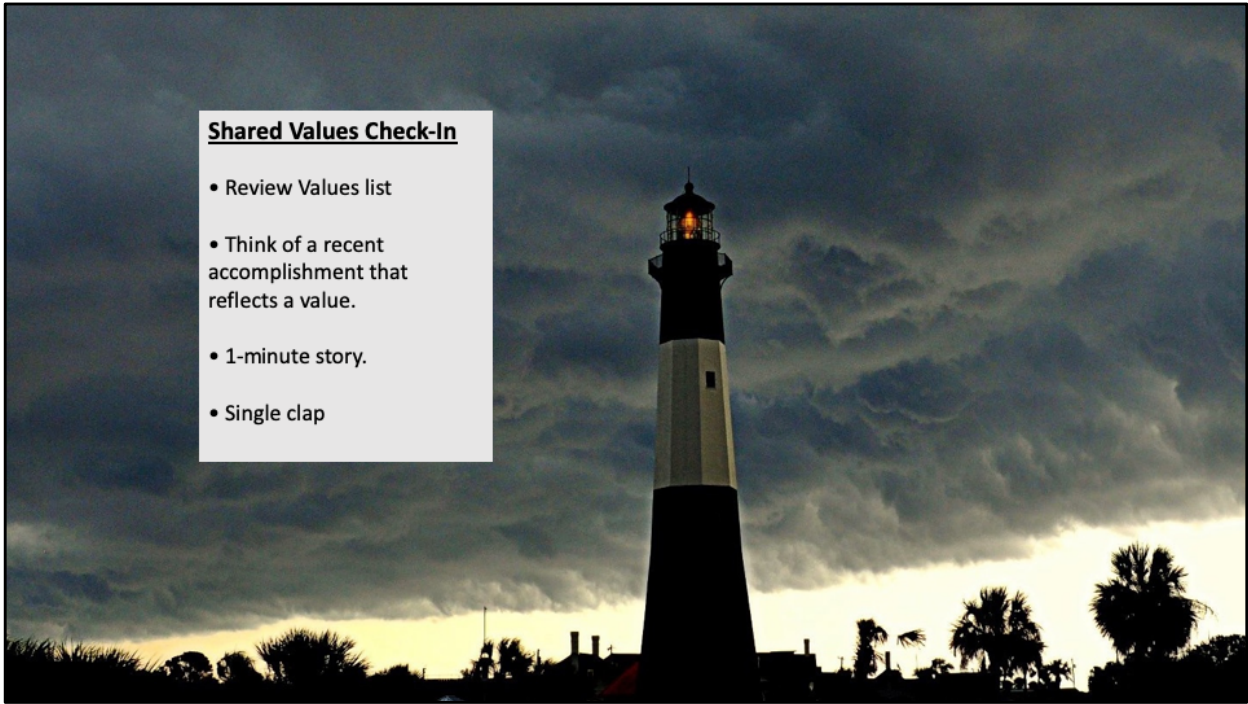
1. Identify and remove barriers to excellent performance, be they Process, People or Knowledge.
2. Build a culture of respect in which people know where they stand, can raise issues, solve problems, and are given responsibility and accountability.
3. Set Meaningful objectives and improve processes that create process that help everyone understand what success looks like.
4. Be self-correcting and forward-looking, so your team is proactive when possible, quick to react when needed and always looking to learn and grow.

Today is about Safety First and treating Emotions as Data: This translates into identifying and removing what gets in the way of your team achieving excellence.

What did
this team
contribute?



Did this team demonstrate our values?



Shared Values Check-In

- Review Values list
- Think of a recent accomplishment that reflects a value.
- 1-minute story.
- Single clap

2 minute story about a recent accomplishment and what value it reflect

VALUES CHECK LIST HANDOUT

Commonly recognized, cross-cultural Values

INTEGRITY

Accountability
Authenticity
Beauty
Clarity
Competency
Fairness
Truth
Pride
Humility
Honesty
Spirituality/Faith
Self-discipline

INTEGRATION

Acceptance
Balance
Citizenship
Community
Compassion
Empathy
Friendship
Influence
Teamwork
Respect
Fun
Empower

INITIATIVE

Boldness
Challenge
Courage
Growth
Happiness
Healing
Helpfulness
Perseverance
Transparency
Leadership
Optimism
Service

INNOVATION

Creativity
Wisdom
Adaptability
Knowledge
Openness
Peace
Joy
Love



Complex:

Describes a system's natural state, meaning:

- highly detailed
- with numerous connections
- and multiple layers.

Complex systems can be studied, understood and described with a consistent explanation.



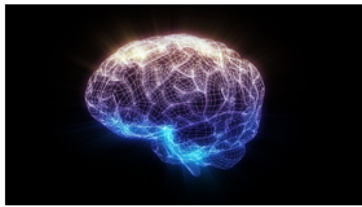
Complicated:

Systems made hard to explain, by:

- non-natural additives,
- deletions or modifications
- and random rules

Complication is something done to a system that needs to be corrected.

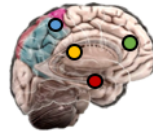
Complex:



Complicated:



4 Concepts, Many Tools



RapidChange practitioners have mixed and matched the tools to create:

- **Diagnostics**
- **Prioritization Forums**
- **Leadership Alignment**
- **RapidLean Process Improvement**
- **Manager/Leader education**
- **Performance Management**
- **Change Management**
- **Conflict Resolution**
- **Truth & Reconciliation**
- **Restorative Justice**
- **Negotiation Formats**
- **Shared History**
- **Personal Growth Plans**
- **Succession Planning**

**EXAMPLES OF HOW
TOOLS ARE PAIRED AND GROUPED
TO GET FULL ENGAGEMENT**

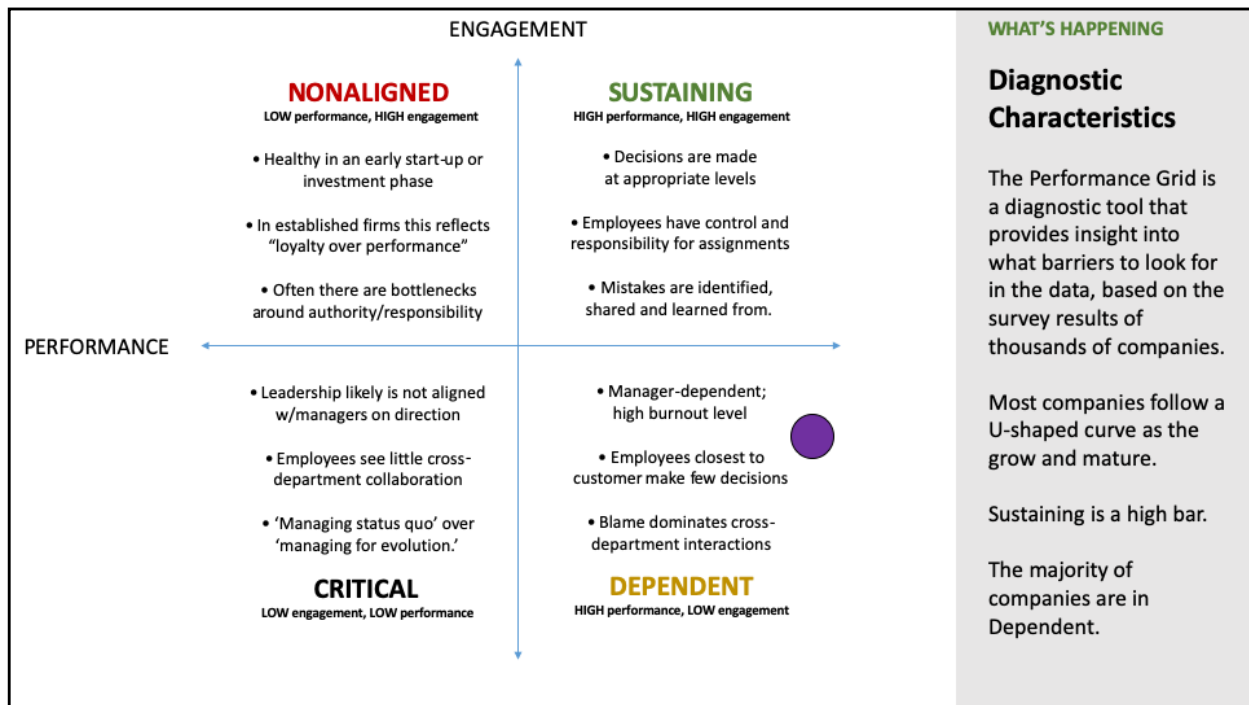
Survey Diagnostics

Prioritization Forums

Rapid Lean

Conflict Resolution

TOOLS	Fundamentals	RapidLean	Solution Forums	Alignment
Hello Circle	x	x		
Ground Rules	x	x	x	
Check-ins	x	x	x	
Hyper-Curious Qs		x		
2-for-1				x
Courage Scale	x			
4-on-the-Floor	x	x	x	
Toxic Pool	x	x	x	
Barrier Drawings	x	x	x	
Speaking Truth	x		x	
Pair & Share	x	x	x	x
Bias Check List		x		x
Respectful contrary				x
Shared History				
Values Check-in				x
Disempowering Behaviors				x
Game Boards				x
3-years-out	x	x		
1-minute consultations	x	x		
Brain Train	x			
Stakeholder circle		x		
Check Out	x	x		



PURPOSE: To help advisors hone their diagnosis on characteristics most likely blocking or assisting performance.

Each combination of performance and engagement has a broad set of characteristics.

The advisor uses these as a doctor would a set of vital signs, combined with symptoms, to refine their search for a root cause to performance barriers.

When these characteristics align with what the AI finds in Strengths and Focus areas, the diagnosis is fairly easy to make. The most interesting clients are those where there are contradictions or gaps between the AI and the Performance Grid.

Prioritization Forums

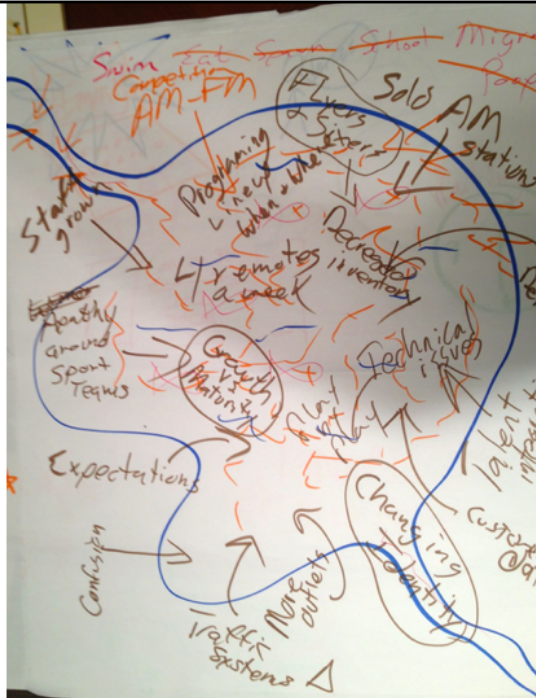
Toxic pool

What are the factors and events outside of our control or influence?

What are we facing that our competitors are up against also?

What changes in customer habits are occurring?

What is our job market like?



TOXIC POOL EXERCISE

“Changing the tire while the bus is moving.”

RapidChange tools can be overlaid on:

- DMAIC framework
- SIPOC
- Agile

Cross-departmental teams of up to 12 people quickly define, map, analyze and improve the processes that have become barriers.

RapidLean DMAIC Overview

	Define	Measure	Analyze	Improve	Control
LEAN ACTIONS	<ul style="list-style-type: none"> • Customer’s perspective • Input from Stakeholders • Clarify Scope, Timing and Cost 	<ul style="list-style-type: none"> • Map current system (Measures & Process) • Voice of the employees (closest to customer and/or machine) 	<ul style="list-style-type: none"> • Identify Critical Inputs • Analyze for barriers and determine root causes • Prioritize Root Causes 	<ul style="list-style-type: none"> • Optimize process first from customer perspective. • Minimize Risks to company 	<ul style="list-style-type: none"> • Update SOPs and communicate to full organization • Transition Ownership • Document Lessons Learned for others • Training
RC TOOLS	<ul style="list-style-type: none"> • Check-ins/Courage scale • Toxic pool • Stakeholder Circle 	<ul style="list-style-type: none"> • Assumptions and Non-negotiables (Bias check) • 40 Volts for 30 Seconds • Drawings • Complicated/Complex 	<ul style="list-style-type: none"> • Speaking Truth • Brain Train for “Invisible” barriers • 3-years out vision 	<ul style="list-style-type: none"> • 1-min Consultations • Adjacent Possible • Stakeholder Circle • Four-on-the-floor 	<ul style="list-style-type: none"> • Brain Train for communication • Celebration • Recognition
OUTCOMES	<ul style="list-style-type: none"> • Project Charter • Focus • Decision matrix 	<ul style="list-style-type: none"> • Current State • Quick Fixes 	<ul style="list-style-type: none"> • Cause/Effect/Correlation • Organizational & Technological Barriers Identified 	<ul style="list-style-type: none"> • Future State defined • Pilot Change 	<ul style="list-style-type: none"> • Control Plan • Updated Documents

Key Points:

- This slide shows the integration of everything we are talking about:
 - The LSS actions, categorized according the DMAIC steps
 - The DMAIC steps
 - The DMAC outcomes
 - Example RC Tools to be applied at each step. This is not an exhaustive list.
- As you go through the LSS actions and RC Tools you will notice the six elements of improvement.

Usage:

- Use the DMAIC Poster and not the PowerPoint slide as you want to direct their attention to specific parts of the matrix.
- Step through the DMAIC steps and check for understanding
- Step through the Outcomes and check for understanding (quick fixes do existing – these are examples of simple solutions that do not require the full DMAIC – LSS BB should contribute to this point.
- As time permits contrast the LSS Actions with the RC Tools for each DMAIC step. Ask, “How can the RC Tools be applied to facilitate the specific LSS Action?” For example, Which tools can help with VOC (Voice of Customer – internal and external? How about dialogue tools – speaking truth to power and peers? Or how could Stakeholder Circle be applied to Deciding what to improve?. Possibilities are nearly endless. Continue as time and interest permit.
- Ask, “Based on our discussion, should anything be added to our Parking Lot for further consideration?”
- Transition to Lunch by stating that, “In the afternoon immersion experience you will have time to go through all the steps of DMAIC, hold meetings and make actual improvements. Enough to keep you awake after the nice lunch!.



Tools for Conflicts Between Groups

Four on the Floor.

This allows each group opportunities to demonstrate how they feel about the conflict without needing to be binary.

Barrier Drawings.

This gives individuals and groups a way to distill their emotions around the conflict into a tangible, visual icon.

Speaking Truth.

Listening first; solving later is difficult to practice when others are “egging on” conflict. This process allows issues to be raised now and then addressed thoughtfully.

Stakeholders Circle.

This is an opportunity for people to assess how much effort and focus the issue deserves. The counter-intuitive questions – what is the best outcome if we do nothing?, for example – can help shake our biases.

Two for One



Purpose: To introduce a tool that increases self-awareness on how we communicate with each other raise energy above the courage line.

Background on Study: Dr. John Gottman, Ph.D. studied couples and could predict upfront, with 90% accuracy, that the relationships would not last over a three year period based on how conflict was handled. Another study he did over 20 years with couples who did not escalate conflict, looked fine on the outside but no humor would get divorced later (mid-life). These mid-life couples made very few positive comments compared to negative ones—not even two positives for every negative. They were at “apathy” on the Courage Scale.

Poster: Two for One Rule

Talking Points:

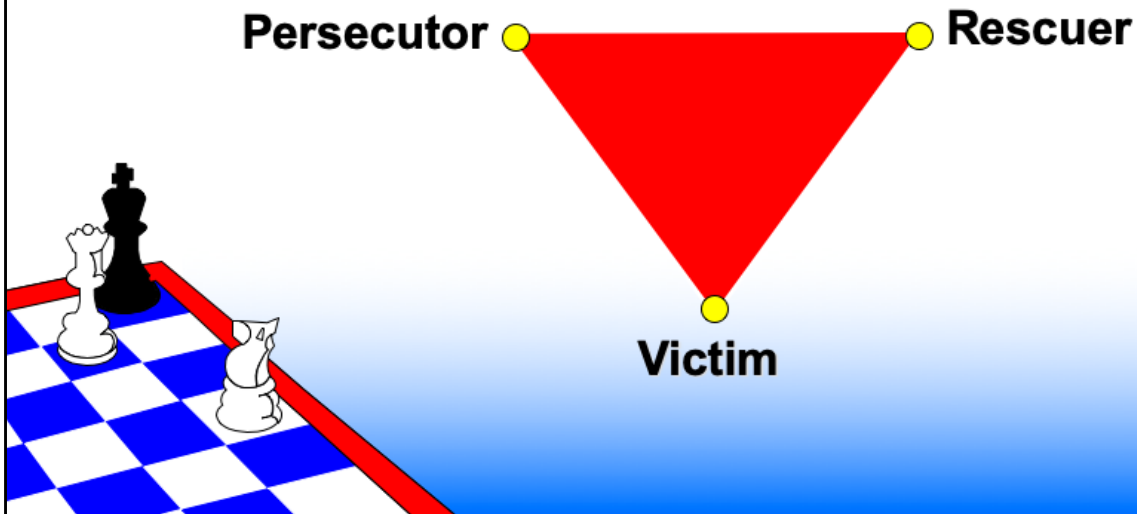
- Two for one rule – two positives for every one negative.
- How often from teachers or bosses have you experienced at least that ratio?
- What is a “zinger”?
- We have a request that this workshop be a “zinger-free” zone.
- Add “Zinger Free Zone” to the Ground Rules.

Tie-Downs:

- Negative comments decrease energy
- We do not know everything about everyone (history, experiences) to gauge whether a “zinger” is hurtful—we take an emotional risk
- To create success in relationships there needs to be a minimum ratio of 2 positive to 1 negative comment.

The Game Board

A tool for understanding how we perpetuate dysfunction



Purpose: Introduce the tool, Game Board, that illustrates three key positions people/groups of people may find themselves involved with.

Talking points:

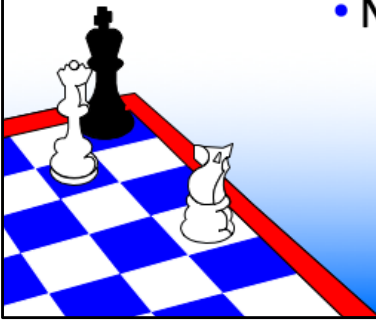
- In our definition of the game board, there have to be at least three people interacting for it to be a game.
- The first player is the persecutor. This is someone that another person/group of people feel disempowered by.
- If we have a persecutor, we must have what other position _____?(victim).
- Third player is that of the rescuer, sometimes called an “enabler.”
- What we mean by a “rescuer” is someone who does something for someone else, the victim, who is capable of taking care of themselves.
- The rescuer intentions are good/noble—they think they are truly helping the “victim”.
- What do you think, Rapid Change, has found to be the most common position people find themselves in? (victim)
- Perhaps throughout life the “victim” has not developed self-awareness or skills to confront a person in the persecutor position.

Tie-Downs:

- There must be at least three people/groups of people interacting for it to be a “game”
- The victim often needs to learn self-awareness and skills/tools to confront a persecutor
- The “rescuer” intentions are good and not helpful

Game Characteristics

- Often Unconscious
- All are trying to get something they want
- All play all positions
- No one wins



Purpose: To illustrate what one may see/feel that determines whether it is a “game” or “racket”.

Talking points:

- Statistics tell us that 90% of all interactions are “games” based on the characteristics above.
- If someone intentionally moves into one of the positions on the game board, we call that a “racket”.
- In our experience, at Rapid Change, we find these statistics hold true—most people do not have the awareness, especially under stress, of these dysfunctional interactions.

Tie-Downs:

90% of all interactions are games

People, who intentionally move into one of the three positions, create a racket

People, under stress, generally do not recognize their dysfunctional behavior

Get My Way!

Behaviors

(Unconscious Manipulation Tools)

1 Helplessness

2 Suffering

3 Anger



*****If the first two don't work, try the third***

Purpose: To discuss examples of unconscious manipulative behaviors others may use to try to get their way.

Talking points:

- Throughout life, we all learn ways of trying to get what we want.
- Helplessness—"it's not my fault", we truly believe this
- Suffering—"they always do this to me/us", we have no power
- Anger—we may move to anger (scared) to draw attention to our needs if the first two do not work
- There is always a pay-off for us to continue a behavior even if it is destructive to others.
- We have to ask ourselves, "is our behavior truly in line with our value system?" Do we want to hurt or help people in the process of getting what we want?
- Often, we need to learn new ways/tools for getting what we want differently.
- Self-awareness is the first step to recognizing our behaviors – it is much easier to see others' behaviors vs. our own.

Tie-Downs:

- These three behaviors can be unconscious
- There is a pay-off for behavior that continues
- Behaviors need to be in alignment with values
- Learn new tools for getting what we want differently
- Self-awareness is important to change behavior

Games We Humans Play

Ain't it awful

Let's you and him/her fight

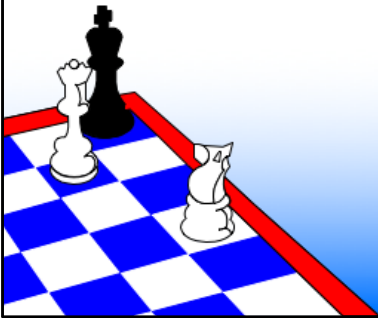
Gotcha!

See what you made me do!

Malicious obedience

Block that progress

Uproar!



Purpose: To give examples of other common games played in the workplace.

Talking Points:

- *"Ain't it Awful"*, this can be like a "feeding frenzy" on what is wrong in life-- "you think that is bad, let me tell you what happened to me last week". These interactions literally drain energy from the body (the taking side of life).
- *Lets him/her fight*, (demonstrate when two people could be set up against each other because a third person is trying to get something they want)
- *Gotcha!*. setting someone up to embarrass out of fun!
- *See what you made me do*, the victim position
- *Malicious disobedience*, military grounds for court martial. When given a directive and you go ahead and do it, knowing it will fail, but do not speak up about possible failures. This is different than if you do speak up and the person in authority chooses to ignore your information.
- *Block that progress*, the decision has been made and you still find every reason why it will not succeed.
- *Uproar*, it is too quiet around here. Lets create a little fun, energy, excitement. We find most employees do not have an excess of energy to expend in this way and it is non-value added to the business.
- *Sabotage*, we find ways that it won't work/succeed.

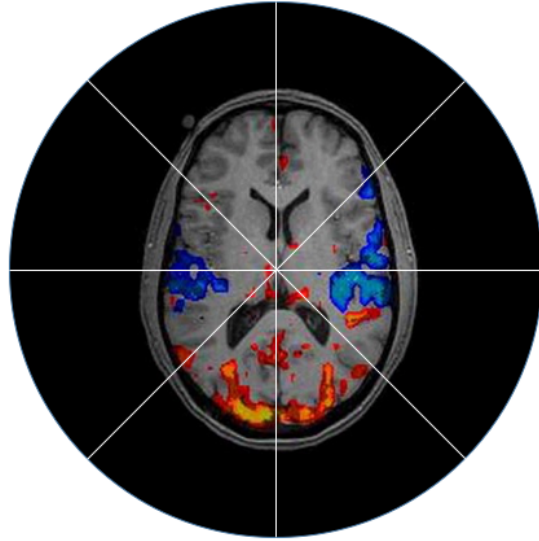
Tie Downs:

- Concrete examples of games we have found are common in the workplace
- Interactions that drain energy from the body
- Expensive behaviors in terms of people energy and the bottom line of the business

X-years-out

What does success look like?

- To customers
- Internally
- Processes
- Metrics



Groups take their issue and look at them through the Reptilian/Limbic lenses - Is there a clear definition of success? Are the processes simple enough to be understood by customers? Do we have rituals to support the definition of success and do we know the boundaries?

3-years-out

15 minutes or less

STEP 1: It is 3 years from now and we are well beyond the barriers. We used collaborative efforts to propel us to an exceptional next high-water mark. Here we are.

Describe the great things that are happening for your clients, yourself and the organization. What are outsiders seeing?

15 minutes or less

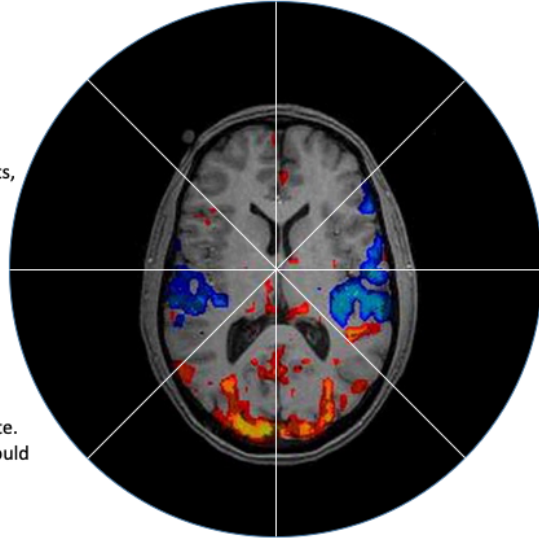
STEP 2: Have people vote (markers or post-its) for their three most important improvements. Based on the voting and size of group you can have up to eight initiatives/improvements.

15 minutes or less

STEP 3: Give each factor a grade, 5-1, based on its current state. This will give you a prioritized list of where effort and focus should be allocated.

20 minutes or less

STEP 4: Groups take on an issue through the Reptilian/Limbic lenses.
How do we take on this improvement by creating:



Groups take their issue and look at them through the Reptilian/Limbic lenses - Is there a clear definition of success? Are the processes simple enough to be understood by customers? Do we have rituals to support the definition of success and do we know the boundaries?

What does success feel like?

Clear Definitions

Does this solution have a clear definition of success that everyone from the customer to leadership agrees on and understands?

Predictable Processes

Does this solution have built-in predictability for the employee and customer? Does each know what decisions are their responsibility and what discretion, if any, they have?

Supporting Rituals

Is our reward structure and internal mechanisms reinforcing this solution or are we unwittingly rewarding behavior that conflicts?

Boundaries

Are there guard rails in place? Are authority, responsibility and accountability aligned? When something goes wrong – and it always does – does everyone know what to do?

Purpose: To share what the Reptilian will respond to and calm that part of the brain to move to higher parts of the brain

Talking Points:

- Our Reptilian Brain likes predictability and repetition. What would happen if there were no emergency response procedures in the work place and a fire broke out? (chaos, panic, fear)
- We may have known at some level these processes are important and crucial to survival.
- If there were no job descriptions in the workplace or rules of the road to drive by, what would happen?
- Processes are important in the workplace. Sometimes they can be so defined that they are not productive – it is about finding balance
- There can't be too much talk about success and positive results--even the small successes. Our Reptilian needs that sense (tone/body language) of energy—the giving side of life.

Tie-Downs:

- The Reptilian Brain needs order, predictability, repetition to feel safe
- Processes are important to give us a sense of emotional and physical safety in the workplace
- Celebrate all levels of success in the workplace and life to raise energy to the “giving side of life”
- Pair & Share around an ask yourself question

Embedding the use of tools

Formalize use of Speaking Truth. Announce to managers that before issues are escalated, managers are expected to use the cards as a tool to deal with conflict. Have SLT members model Speaking Truth at monthly all-hands meetings.

Orientation programs. The best time to introduce employees to the basic RapidChange concepts is during new employee orientations.

Meetings. We encourage companies to adopt a standard meeting format using the Basics that it asks all employees to use.

Stewards. Choose a group of culture stewards that meet with leaders once a month to discuss ways to support people using RapidChange tools in day-to-day activities. The goal is for your company to be able to support routine and systemic use of Rapid Change tools.

Solution Forums. Using the Toxic Pool, Drawing Insights and 3-years-out to identify and remove barriers to excellent performance.