

ARE YOU CONSCIOUSLY INVESTING
IN YOUR CULTURE OR DO YOU HAVE
AN UNCONSCIOUS, DEFAULT CULTURE?

CHANGE IS THE NEW NORM in society and it's having a devastating impact on organizations. In North America, employee engagement is between 26 - 30%, and in Southeast Asia between 6 - 12%. That's a huge amount of untapped employee potential that organizations are paying for but not realizing!!!

In *Conscious Culture*, Joanna Barclay shares 30 years of business transformation experience. With her ABCs of cultural change, she provides a blueprint for igniting the life-force energy in values that fuel a high performing, values-driven organization.

Learn the importance of transformational leadership—how to tap into the wisdom of the organization, unify employees, and connect hearts and minds, to create a “WOW” culture. Inspire and enable employees to meet the new business paradigm of the 21st century.

This book is for leaders who want to:

- Become an employer of choice and build a high performing workplace
- Learn how to generate greater employee engagement and increase productivity
- Build a new culture after a merger or acquisition



JOANNA BARCLAY

*“Only when your culture is conscious can you manage it,
and that is exactly what this book enables you to do.”*

—RICHARD BARRETT
Chairman and Founder, Barrett Values Centre

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Details inside.



READ TIME: 241 min.



CONSCIOUS CULTURE

Joanna Barclay

Introduction by H.H. SRI SRI RAVI SHANKAR

CONSCIOUS CULTURE

*How to Build a High Performing
Workplace through Values,
Ethics, and Leadership*

JOANNA
BARCLAY

CONSCIOUS CULTURE

Thanks to the TLEX Program the connectedness and trust of the team has reached a new peak for which I am very grateful. This has resulted in a team driven for results not only for our organization but for each other.

—**Denis Piché**, Director, Public Works and Government Services Canada

Joanna Barclay has made exceptional contributions to our organization over the past couple of years. She wasted no time in impressing on our national board members the importance of having a values-driven organization when seeking to achieve high performance. As the leader of this organization, I was very receptive to the need for cultural change to help us achieve a higher level of performance, and the importance for me to lead by my actions.

—**Louis McCann**, President and CEO,
Pet Industry Joint Advisory Council, Canada

The Individual Values Assessment (IVA) I conducted with Joanna from the Barrett Values Centre was like getting an MRI for our organization. It allowed a very specific and deep-dive into the root causes of performance gaps and opportunities. Most importantly, it led to very progressive and positive changes in performance.

—**Robert Francis Seguin**, Managing Partner,
The Productive Leadership Institute

Joanna was integral in transforming my client engagement network from a loose committee to strong leadership team. This was achieved through the use of the Barrett Cultural Transformation Tools. But the best tool of all was Joanna herself.

—**Daniel Leclair**, Director General,
Public Works and Government Services Canada

I was mandated by the Chelsea Foundation Board to lead efforts to establish a strategic planning process to equip our organization with the culture and tools to attain aspired results. I was recommended Joanna Barclay and have not

regretted it! Joanna is a true professional and very passionate about facilitating cultural change and strategic planning. She is a joy to work with and you always feel totally supported in your efforts. An excellent facilitator, mentor and coach, she is calm, focused and caring and has kept us on track.

—**Enrico Valente**, President at TIFOSI Motorsports Club

Although our employee engagement is above 85%, our Leadership Team felt strongly about ensuring that our culture would be able to manage ongoing change. With that in mind, our work with Joanna, through the use of the Barrett Cultural Transformation Tools has not only given us the data that we needed to ensure that our current and desired cultural values were well defined, but also a plan to address how to get to the desired set of values. Thank you Joanna!

—**Michael J. Tremblay**
President, Astellas Pharma Canada, Inc.

Cultural transformation is an important issue and one that can bring about results, high performance, and excellence as well as quality experiences for people to overcome the disconnection, alienation and “suffering” that plagues our current organizational world. Both Joanna and the program are excellent. The content is so unique and integrative.

—**Rhonda St. Croix**, Office of Education, Change Consultant
Royal College of Physicians and Surgeons of Canada

Joanna, your masterful facilitation has been instrumental to our group accomplishing the vision. Thank you for your determination, dedication, vision, teaching, patience, time and love for us and the Art of Living.

—**Debra Joy Eklove**, President, Art of Living Foundation, Canada

Only when your culture is conscious can you manage it, and that is exactly what this book enables you to do.

—**Richard Barrett**, Chairman and Founder of the Barrett Values Centre

I have been reading your book and it is superb.

—**Pat Longshore**, VP Global Educators Network, Duke Corporate Education

Joanna Barclay has written an intelligent book on the culture of progressive management. She touches on important issues and proposes practical solutions. As a former senior manager in the Canadian public service and Canadian Ambassador to Japan and China I can recommend this book to managers in North America, Europe, Asia and elsewhere who wish to engage and motivate their employees in today's competitive and rapidly evolving global markets.

—**Rob Wright**, former Canadian Deputy Minister of Trade,
and Canadian Ambassador to China and Japan

For leaders aspiring to develop a high performing workplace to sustain your business, Joanna Barclay's *Conscious Culture* is an excellent book. It provides rich insight for the growing number of organizations and leaders who share the need for conscious leadership in business.

Every chapter reflects Joanna's passion to impart and share her 30 years of business transformation experiences and also tools to help any leader or organization establish a conscious culture for the world today.

—**David Hsiao** – Managing Director, Ardentec, Singapore

It is a wonderful piece of creation. Keep up your transformational work!! The world badly needs Conscious Leaders!!!

—**Sivasubramanian.V**, Chief Materials Engineering Consultant

Conscious Culture is a very good book that I found very informative and answered many of my unanswered questions.

—**Dr. Ariffin**, Director of Health Informatics,
Institut Jantung Negara - National Heart Institute, Malaysia

I have struggled to find good books about organization culture until I read Joanna's. She has kindly shared her experience in an easy to read format that constantly provoked my thinking both around organizational and individual's contribution to creating a *Conscious Culture*. We are fighting against poor

engagement by staff members. Joanna directs you how to reverse the current downward trend. A must read.

—**Robin Speculand**, Bridges Consultancy,
Global Pioneer in Strategy Implementation

I have started reading the book, it is very inspiring. I am reading every page — Nelson Mandela page, acknowledgements, introduction, background and the preface. It's like a delicious ice-cream that I am having and I want to take it slowly so as to allow the taste to linger.

—**Aries Yeo**, Treasurer, and Membership Chair,
Singapore Financial Woman's Association

Conscious Culture is written for managers who wish to gain tools and techniques to achieve high performance by inspiring staff, through the alignment of organizational culture, values and ethics, with those of employees. An excellent read!

—**Dale Forbes**, Director, Industry Canada

CONSCIOUS CULTURE

*How to Build a High Performing
Workplace through Values,
Ethics, and Leadership*

JOANNA
BARCLAY



NEW YORK

CONSCIOUS CULTURE

*How to Build a High Performing Workplace
through Values, Ethics, and Leadership*

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*For my husband, Tom, and children, Stephanie, Lorne, and Bobby.
Thank you for your love, devotion, and commitment.
You continue to be my inspiration.*



A free eBook edition is available
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ISBN 978-1-63047-153-8 paperback
ISBN 978-1-63047-154-5 eBook
ISBN 978-1-63047-155-2 hardcover
Library of Congress Control Number:
2014934763

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In memory of
Nelson Mandela: July 18, 1918 – December 5, 2014

Nelson Mandela was an inspiration to leaders across the world of the life force in human values.

His courage to forgive and compassion for all earned him the respect and trust necessary to unite a nation.

May we find equal courage to unite in solving our global challenges.

“During my lifetime I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if need be, it is an ideal for which I am prepared to die.”

April 20, 1964

Table of Contents

Figures, Tables and Worksheets	xiv
Introduction	xviii
Acknowledgements	xxii
Servant Leadership Background	xxiv
Preface	xxvi
Part 1—Building a Values-Driven Organization	1
Chapter 1—The ABCs of High Performance	3
<i>Awareness through Measurement</i>	4
<i>Belongingness through Engagement</i>	10
<i>Commitment through Alignment</i>	12
Chapter 2—The Cultural Divide	19
<i>Natural Tensions and Conflict</i>	19
<i>Bridging the Cultural Divide</i>	23
<i>Culture Defined</i>	24
Chapter 3—Beneath the Surface	30
<i>Corporate Life Force</i>	30
<i>Values, Beliefs, and Behaviors in Action</i>	34
<i>Consequences When Values Are Ignored</i>	43

Part 2—Currents in the Sea of Change	51	<i>Igniting Passion and Inspiration</i>	200
Chapter 4—Core Challenges	53	<i>Making a Difference that is “Good for All”</i>	202
<i>How to Attract, Engage, and Retain Top Talent</i>	53	Chapter 12—Conscious Awakening	207
<i>Creativity, Innovation, and Client Satisfaction</i>	58	<i>Conscious Culture Versus Default Unconscious Culture</i>	207
<i>Values and Ethics Permeating Organizations</i>	60	<i>High Performance</i>	215
Chapter 5—Winds of Change	65	<i>Common Good and Self-Interest</i>	218
<i>External forces affecting corporate culture</i>	65	About the Author	225
<i>Necessity for new levels of consciousness</i>	72	Annex – Now What?	227
<i>Collaboration and Interdependency</i>	78	<i>Implementing a Framework for Change</i>	227
Chapter 6—Navigating Rough Seas	89	<i>Whole-System Change—Preparation Phase</i>	230
<i>Stressed and Burned Out</i>	89	<i>Whole-System Change—Implementation Phase</i>	232
<i>Lost Productivity</i>	95	<i>Individual Values Assessment—Cultural Transformation Coaching</i>	233
<i>Bottom-Line Impact</i>	99	<i>Transformational Leadership Development</i>	237
Part 3—Tools for Inner and Outer Transformation	107	<i>International Association of Facilitators (IAF)—</i>	239
Chapter 7—Tools For Inner Transformation The TLEX Program	109	<i>Facilitative Leadership Tips</i>	243
<i>Self-Mastery for Inner Transformation</i>	109	<i>Relationship Awareness Training</i>	244
<i>Executive Health in the Workplace</i>	113	<i>The Organizational Journey</i>	245
<i>A New Leadership Paradigm</i>	117	Bibliography	254
Chapter 8—Cultural Transformation Tools	128		
<i>Linking Performance to Culture</i>	128		
<i>Seven Levels of Consciousness Model</i>	132		
<i>Cultural Values Assessments</i>	138		
Chapter 9—Conscious Leadership	156		
<i>Personal Alignment</i>	156		
<i>The Facilitative Leadership Way</i>	163		
<i>Evolution of Consciousness</i>	168		
Part 4—Dawning of a New Age	175		
Chapter 10—21st Century Paradigm Shift	177		
<i>The Age of Consciousness</i>	177		
<i>Development of Cultural Capital</i>	182		
<i>The Shift from “Me” to “We”</i>	186		
Chapter 11—Cultural Capital with Share of Heart	192		
<i>Profit and Potential of Cultural Capital</i>	192		

Worksheets

1-1 — Values, Beliefs, Behaviors	17
2-1 — Impact of Diverse Cultures	29
3-1 — Conflict Triggers and Resolution	48
4-1 — Challenges in the Workplace	63
4-2 — Values that Increase Performance	64
5-1 — Letting Go	78
5-2 — Shifting Mindsets	87
6-1 — Workplace Stress	104
7-1 — Personal Development and Self-Mastery	126
7-2 — Personal Stress Points	127
8-1 — Compelling Reasons for Change	153
9-1 — Cultural Leverage Points	172
10-1 — Meeting Stakeholder Needs	190
11-1 — Creating Cultural Capital	203
12-1 — Strengthening Trust and Internal Team Cohesion	222
Annex 1-4— Organizational Assessment	251

Case Studies

Innovation at Shell Corporation	59
Finland's Educational System	74
World Forum for Ethics in Business	84
The TLEX Program	120
Departmental Cultural Transformation	144
Municipal Government Challenges	169
Potential of Cultural Capital	193
Your Culture is Your Brand	212

Shantih Mantra

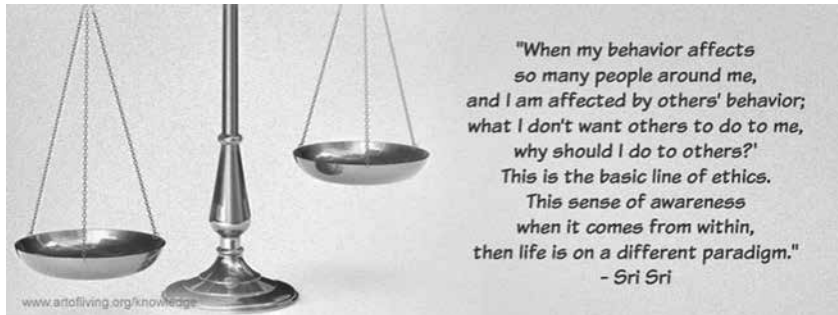
Let us be together.
 Let us enjoy the whole world and this life together.
 Let us grow in strength together.
 Let us become effulgent and shine together.
 Let us not hate each other.
 Let there be peace in our soul, mind and environment.

—Katha Upanishad

Introduction

World Forum for Ethics in Business

Talk by **H. H. Sri Sri Ravi Shankar**,
Geneva, Switzerland, July 1, 2013



Your Excellency, and my dear ones and the audience. Crisis brings out the best and the worst in people.

When the recent Himalayas tsunami happened, I didn't tell any of the volunteers to go and do something. Without me telling anyone, there were already thousands of volunteers who just plunged into various activities. I would say this is real ethics, the feeling that comes from your heart.

When we inculcate this in the educational system, bring attention and awareness of one's attitude and behavior, we find a sea of change in our society.

Just a week ago, there was a crisis in India. During this crisis, there were people who plunged in to save others and there were some who exploited even for a glass of water.

It is in these moments of crisis that we can gauge ethics, whether it is genuine or cosmetic.

Ethics cannot be cosmetic, it has to come out in a genuine manner. Now, how does one bring about genuine ethics in people, or make a person feel that one has to really be ethical.

I just want to narrate an incident. There is a corrupt person working in a bank, he is a trouble-maker and he does not listen to anybody. I asked them to send him to me, so I could have a word with him.

I told this gentleman, "Would you like your driver to be honest with you or cheat you?"

He replied, "I don't like my driver to cheat me, it is obvious."

Then I asked him, "Would you appreciate it if a colleague is cheating on you?"

He said, "No, I don't want my colleague or friend to cheat on me."

I said, "Look, you don't want your boss to be dishonest with you. You don't want your subordinate to be dishonest with you. You don't want your colleague to be dishonest with you. You expect honesty from everyone, sincerity from everybody; how about you?"

That suddenly made him sit back and think, "Yes, I don't even want my maid servant at home to cheat on me, I don't want my driver to cheat on me, I don't want my colleague on whom I have to rely on to cheat on me; then why would I cheat on someone else?"

He had never thought about it like this before; it made him think, re-think!

"When my behavior affects so many people around me, and I am affected by others' behavior; what I don't want others to do to me, why should I do to others?"

This is the basic line of ethics. This sense of awareness when it comes from within, then life is on a different paradigm. There is a very visible shift.

If you have ever been to a prison anytime, I mean just to take a look at it; if you had a word or two with people in the prison, you would see that they are good people. These people who are condemned as criminals, there is a good person hiding inside them, there is an ethical and compassionate

person hiding inside them too. That personality needs to come out, blossom and flower.

When I visited prisons, I spoke to thousands of inmates. They said they committed the crime in a moment of an emotional upsurge, when they were not in control, and then they regretted it.

How can we help these people who are corrupt and involved in criminal activities? I think it is possible. If we can educate them on how they can handle their own mind and their emotions then that would bring a big change.

They say, “Neither at school nor at home has a broader vision about life been given to us. Nobody ever told us to attend to our emotions our minds.”

A sense of inner cleansing can bring about ethics.

Stress and violent tendencies in an individual need to be checked. I am sure if these tendencies are checked, and if people are given tools or counseled to get over these tendencies which they have acquired either due to ignorance or through difficult family situations, we can bring about the best of ethics from within them.

If those in correctional houses can be transformed, I am sure the common man can realize and live those ethics in their day-to-day life; it is not so difficult. I don't find any reason for us to not believe in a more ethical and compassionate society for the coming generation. Of course, the present situation looks very bleak; we see crime and violence everywhere.

In the last year in America alone, there were 10 million acts of crime and violence recorded. If you go throughout the world, we have 7 billion people; I am sure there are a few billion acts of violence that are happening in the society. I feel it is high time we put our attention towards bringing back ethics, not just in business, but in social and civic society.

There are four pillars of our society and we need to attend to all four pillars—politics, business, faith-based organizations, and civil society. Unless ethics percolates in all four different areas of our human society, we cannot find the most desired transformation happening.

Once again, I will reinstate the point that ethics need to be inculcated, cultivated and nurtured. The seed is already present in every human being, it is already there, it just needs a little more nurturing—in politics, business, faith-based organizations, and also in civic society. If all these four institutions work together, we can definitely make a difference in this coming century.

With these few words, I congratulate the organizers, and all of you who have come here to deliberate on this very important topic of today's Ethics in Business. Thank you very much.

Keynote talk by — H. H. Sri Sri Ravi Shankar

Acknowledgements

Thank you to my husband, Tom Barclay, for his never-ending support and love. This book could not have been written if it wasn't for the space and time he gave me to write it. His presence in my life is truly a blessing. To my son, Bobby, for being there day to day during the creative writing process, and helping with the organization and execution challenges by adapting his culinary skills in the kitchen.

Sincere thanks to Bob Urichuck, sales guru extraordinaire, for his encouragement to share my experience and knowledge. He was a never-ending supply of energy and confidence, graciously sharing his experience as a speaker, writer, and trainer.

Special thanks to Carol Kline for her workshop and coaching on *Write Your Transformational Best Seller*. Her experience, knowledge, and ability to demystify the writing and publishing process was extremely valuable.

Many heartfelt thanks to Richard Barrett, Phil Clothier, Mary Jane Bullen, the Barrett Values Centre (BVC) team, and the global BVC consultants who live the philosophy of abundance and graciously share their knowledge and resources.

A big thank-you to Bill Staples, Duncan Holmes, Jo Nelson, Wayne Nelson, John Miller, and the ICA Associates of Canada for sharing the precious gifts in the Technology of Participation (ToP®) methodology and ToP® resources that empower leaders in creating a culture of participation.

To my editor, Karen Runtz, an enormous thank-you for her patience and attention to detail. Her experience and professionalism was highly treasured. I am very grateful to all the friends and associates who gave their precious time to review the chapters and provide valuable feedback.

To the TLEX Team past and present, Michael Fischman, John Osborne, Christoph Glazer, Rajita Kulkarni, Johann Berlin, Mandar Apte, Debra Eklove, Spencer Delisle, Madhuri Karode, and Susannah Rowley, thank you for your dedication and devotion in sharing the wisdom of Sri Sri Ravi Shankar. Your service is making a difference in the world and contributing to transformation in society.

To my teacher, Sri Sri Ravi Shankar, I feel honored and blessed to be the vehicle through which the knowledge in this book has been shared. With the deepest gratitude, thank you.

Jai Guru Dev

Much love,

Joanna Barclay

Servant Leadership Background

“The Purpose of Life is a Life of Purpose”

When reading this book, my British/Finnish son-in-law, Nicholas Burton, asked me to share the following advice with you: to “read between the lines” and keep in mind your culture and the differences that exist between yourself and the author.

Born and raised in Canada into a military family, I was number four of five children. My father, Robert Fletcher, who was British, decided to transfer to the Canadian military after marrying my mother, a Canadian, in Berlin after the Second World War. His reason for the transfer was that he believed the Canadian army to be “family friendly” with regard to postings, a way of life in the military. It’s just as well. Our family ended up moving thirteen times before I graduated from high school.

My mother, Simonne Fletcher, was the daughter of a three-star general in the Canadian army, General Maurice Pope, who, after retiring from the military, became a two-time Ambassador for Canada to Spain and Belgium. His father, my great-grandfather, Sir Joseph Pope, was knighted for his public service to the Canadian government, and his father’s sister, my great-aunt, Georgina Pope, was the first Canadian to receive the Canadian Red Cross, for her service during the Boer War in South Africa. Their father, my great-great-grandfather, William Henry Pope, was a Father of Confederation for

Prince Edward Island and instrumental in facilitating Canada’s birth as a confederated nation.

If servant leadership is in the genes, I would tend to agree based on the professions I have chosen in life.

It is said that the two most important days of your life are the day you are born and no, not the day you die, but the day you realize why you are born. Why is the second so important? Because discovering your true purpose or calling in life connects to your inner passion for living. How you see the world, the decisions you make to earn a living and what you do from then on is influenced by an inner desire to grow and fulfill your life’s purpose.

In 2000, I changed professional careers and became a Certified Professional Facilitator when I discovered my true purpose after taking a group facilitation course with the Institute of Cultural Affairs. The most profound awakening took place. There was a deep inner knowing that this was the work I was born to fulfill. Now, every time I facilitate, it’s in the role of servant leadership, helping leaders create a culture of participation by developing collaborative connections, increasing team synergy, and building consensus. Being a facilitative leader gives me the opportunity to facilitate change by the people, for the people, and help them reach their true potential.

A course I took through the Art of Living Foundation in 2003 brought a new dimension to life as I discovered the benefits of yoga and meditation for personal and professional development. Recognizing the power of the tools and techniques taught on the course and how they develop the full potential of individuals, I decided I wanted to give back to society and make a difference in people’s lives by becoming a teacher for the Foundation, an international educational and humanitarian organization. I continue to fulfill this mission and purpose in my current position as Canadian Director of the TLEX Program, delivered by the International Association of Human Values, the sister foundation of the Art of Living.

By far the most meaningful of all roles in my life has been that of a loving mother and wife. Along with my husband, our three children are a constant source of love, inspiration, and growth.

The greatest wish I have for this book is that it leads to an awakening of human values, ethics, and leadership that serves to transform business results to unite us in working together for the betterment of society.

Preface

Creativity and inspiration tend to strike at the most unusual times. It happened to me the morning of my first webinar on “Building a High Performing Culture.” I awoke at 3:30 a.m. and jumped out of bed with a new “AH HA!” My subconscious had been working while I slept and connected many truths about values and performance. The realization seemed obvious yet so easy to miss. I experienced a feeling of euphoria that was so intense I couldn’t keep from leaping around the bedroom. The discovery could have such significant impact for organizational leaders—something they are on the lookout for to inspire and motivate their people and create high performing workplaces.

What hit me that morning was a source of life force energy that everyone everywhere could benefit from. That source is our personal values.

Personal values are a source of life force energy. They energize us, make us feel happy, give us joy when they are lived and sorrow or frustration when they are not. They are the embodiment of our heart and soul calling us to action, connecting us to the world around us, and helping us perform to our highest potential.

For leaders, values are the heartbeat of excellence that intrinsically motivate and inspire their people. For managers, these are the things they want to make sure are frequently acknowledged and recognized. The more a person is aware of their values the more valuable the values become for them and the world around them. Awaken your personal values is a source of inspiration

and motivation, a source of high performance that comes from within. For example, I value continuous learning. Continuous learning is important to me because it enables personal growth and development, and increases my self-esteem and sense of self-worth. Feeling more competent and capable adds value and purpose to my life.

Values seem so simple and yet they are so profound. How many people are aware of the values in life that motivate them and give them extra energy? How often do people let others know what it is that will drive them to give 110% on the job and in life?

Like the air we breathe, our lives without values would be empty, lifeless, and soulless. Our personal values are at the core of who we are, what we believe in, our self-worth, and how we behave. When we are living our personal values we feel good, we have a positive mental attitude, and feel like we are living life to the fullest.

To truly appreciate the power of personal values, think of a time when you were in conflict with someone, when your values were stepped on because what you valued was being ignored. How did it feel? Imagine your highest value is trust. Your manager tells you that the project you have been promised for six months is going to be given to another person. Irrespective of the reasons why, how would you feel—angry, frustrated, let down? When the values that define who you are at the core of your being are ignored or disrespected, the feeling can be intensely negative. You feel your self-worth is being threatened. You may feel so uncomfortable the emotions cause you to want to leave that team or organization.

Treat a person right and you have a loyal friend for life. Mistreat them by stepping on their values and you have one very unhappy, potentially dangerous individual.

Our values are a source of personal excellence and high performance. They exist inside of us all the time. All we need to do is awaken them. Removing stress at a deep level in the human system is one way. Stress can inhibit self-awareness—some people bury their emotions as a self-protection mechanism. Once the stress is removed, a person’s sense of perception becomes clearer and they are better able to observe their thoughts and emotions. Another way is to make the time for personal reflection to discover their values. Who am

I? What gives me joy and happiness? What means the most to me and why? What do I do when I am living these values?

Today I might answer creativity, teamwork, and freedom. When I am able to live these values my spirit soars and I produce my best results.

Imagine the power a conscious leader would have if they knew how to unleash the unlimited power of values within their organization. Conscious leaders are able to integrate the head and the heart by developing self-awareness and emotional intelligence, while empowering others to do the same. The possibilities and opportunities are endless. Some of the most successful companies have figured it out and invest in their culture for this reason.

Look at Google, Ikea, Southwest Airlines, and Amazon, a few of the most successful corporations in America. Each one of these firms is at least 1649% more profitable for investors over a 15-year period.¹ This begs the question, how do they do it? The answer is they invest in their culture and consider it to be one of their most valuable assets. They have learned which values and behaviors mean the most to their stakeholders, and enliven those values in everything they do and every decision they make. An example of this is Google, which hires three-star chefs in all of their campuses and provides gourmet meals 24x7. One financial impact of this culture is they do not have to search for talent. The top talent is lined up at Google's door wanting to join the team, contribute, and make a difference.

Culture can be defined as how you do things, your management style, and the way you make decisions. The way you do things is heavily dependent on your values and norms of behavior. Are you an inspirational leader? Do you lead by example? Or is command and control more your comfort zone where you expect people to “do as I say and not as I do?” In today's business world values are playing a much greater role in strategic decision making and are now a topic of discussion around the boardroom table. Why? Because values such as integrity, loyalty, respect, and trust are key drivers for financial success: they are directly connected to how you implement your vision and strategies, and the personality of the people, in particular the leadership. The organizational culture you create will enable you to attract, retain, and draw out the best talent available to you. Recent studies show that the number one reason why nine out of ten strategic

initiatives fail is a disregard for an organization's existing culture and the effort it takes to change behavior².

There is a well-known saying by Peter Drucker: “*Culture eats strategy for breakfast.*” Applied to culture change this means whatever new strategies a leadership team creates will not succeed unless they are aligned with the current or desired culture. How can you expect different results unless you focus consciously on changing the way people behave and interact with each other?

Leadership is recognizing how important empowered employees, collaboration, and the power of collective action are to achieving business results. The ability to achieve internal cohesion on decisions is valued and is now becoming the goal. This is a shift in thinking and behavior from “me” to “we”. The “we” is the ability to create shared goals with shared values. Having a common approach to achieving the goals is the new way of working together. Imagine what this will mean to leaders who only know a command and control style of leadership. It will require the development of a new leadership style—one that is more facilitative with a focus on building consensus and engaging participation. This can be a huge change in what leaders' value, the way they behave and how performance is measured. The way of reaching your goals and realizing your strategies is embedded in how people act and interact with one another. We all know Einstein's theory of insanity: “doing the same things over and over again and expecting different results.” Well here's mine for cultural insanity: *Expecting your employees to embrace new work habits and higher levels of collaboration between teams, while maintaining the same management style, organizational values, and behaviors.*

In the current global climate where increasing awareness and knowledge management is a competitive advantage, it would stand to reason that creating a conscious culture would be a management priority. This begs the question: “*Are you thinking about investing in your culture or will you continue to have an unconscious, default culture?*”

There are several reasons to invest in creating a conscious culture:

- To become an employer of choice, and build a high performing workplace.

¹ Raj Sisodia; Conscious Capitalism, 2013 (publisher, etc needed, APA rules)

² What Drives Strategy Implementation? Top Line Findings (2009) Bridges Business Consultancy Int.

- To increase employee engagement and retention.
- To build a new culture after a merger or acquisition.
- To conduct an environmental scan prior to strategic planning.

The aim of this book is to demonstrate the power that values, ethics and transformational leadership have to transform your business and build a high performing culture. Having been involved in corporate transformations for the past thirty years and being a facilitative leader for half that time, I would like to share wisdom and experience to help your transformation journey. The ideas are aimed at making a difference for the people in or associated with your organization: your employees, clients, suppliers, and the communities in which you operate.

Building a high performing culture entails transformation, both personal and organizational. This can take between two to five years because new consciousness is developed and emerges over time. The challenges with all forms of transformation are the feelings of uncertainty and fear that arise when letting go of something known, and being in a state of flux or transition on unsolid ground, journeying towards an end point you do not know. Transformation is uncomfortable and stressful, and these feelings will likely persist until a new, more permanent end state emerges. This is why understanding and managing the human dynamics of change is so important and why no one likes change if they are not in control of it.

The title of this book could also have read *What CEOs need to know about culture to...*

- Transform personal excellence into organizational excellence
- Generate greater engagement and productivity
- Manage the human dynamics of effective change

These are just a few of the benefits in building a conscious corporate culture.

The first objective of this book is to show how transformational leadership can address three major challenges for employees: engagement, retention, and burnout.

There's nothing worse for an employee than not wanting to come in to work in the morning. I believe the end goal for all leaders is having a "WOW" culture, where people can be at their best and bring their full selves to work,

where they love what they do. In this kind of engaged environment, retention, and burnout cease to be an issue because employees are energized and passionate about their work. This kind of positive mental attitude is a natural state of peak performance. To achieve it often requires dedication to personal development and self-mastery. These can be developed through programs such as the Transformational Leadership for Excellence (TLEX), in chapter 7 under *Tools for Inner and Outer Transformation*.

In today's society, change has become the new norm. Many people complain about how this constant state of change is draining their energy levels and performance. The reality is we are managing change all the time. We change our hair styles, clothing, the food we eat, our cars, homes, on a regular basis. Change is good when we have control over it—when we want it and actively participate in making the decisions.

The problems with change arise when it is being "done to" us and we do not feel we have an "active part" in the change process. The feeling of being "done to" is stressful and has a draining effect on an individual's performance and organizational effectiveness. No one wants to feel "done to" in life. For this reason the whole change process improves when it is collaborative and leaders invite as much participation as possible.

Transformational leadership is transformative. It moves an organization from being focused on "me" (self-interest) to being focused on "we" (common good). Facilitative leaders unify the organization and bring out the best in people. When transformational leaders are facilitative, employees come alive. This happens when leaders focus their attention on others and invite employees to participate, seek their advice, work as a team and build consensus. The art and science of transformational facilitative leadership is the ability to connect the hearts and minds of people. It empowers group members to share perspectives and learn from each other. In the process, this increases self-awareness and awareness of others. It accesses the wisdom of the group and creates sustainable solutions with high impact. Being engaged and empowered in this way builds commitment for decision making and the ability to take new actions and behaviors that support the transformation process.

The second objective of this book is to share strategies and processes for continuous improvement that will enable leaders to measure, map and manage cultural transformation.

Cultural transformation happens over time. Being able to measure annual progress is vital for continuous learning, continuous improvement, and course correction. Each year a new focus can be identified along with specific initiatives to support the changes. It's like a marriage. How many people have been in a relationship where you wanted to change your partner? How successful were you in the first year? The second year? The third year? Changing culture is similar. It is about transforming people's mindsets, beliefs, values, and behaviors. When done successfully this kind of transformation happens gradually over a period of time, usually several years.

Many transformations fail to have the impact that leaders are looking for. The major reason is the difficulty in *ensuring that staff members take different actions or demonstrate new behaviors*. This is about changing culture, changing the way things are done in the organization—a shift that is not adequately addressed or managed.

Perhaps you've heard the saying: "*The soft stuff is the hard stuff.*" Changing the way people behave is hard stuff. We are complex; we have emotions, values, and beliefs that make us unique. These elements are hard to work with because they are underneath the surface and we can't see them. Have you ever found it hard trying to figure out why your partner is upset? Wouldn't it be nice if a sign flashed above their head saying "You're stepping on my values, the things I care for most in the whole wide world?" Then at least you would know why they are upset and could act appropriately to make them feel better.

Transpose this to an organization that is going through change. Imagine all the different value sets you are working with. Wouldn't it be nice to have tools that help you identify the values under the surface that motivate human behavior and the values staff would like to experience so they can feel fully engaged and respected?

Cultural transformation tools help you assess intangible values and behaviors. They make the intangible-tangible, and allow you to measure progress on a regular basis. A baseline measurement helps management to see the progress and most importantly, to communicate the same throughout the organization, to create conscious awareness and competence.

The third objective of this book is to reveal how personal values are a source of inspiration, energy, and positive mental attitude.

The law of performance states: Ability x Mental Attitude = Performance.

When our mental attitude is low or zero, guess what kind of performance we have? All the ability in the world (knowledge, experience, training, education, etc.) will not help you perform better when your mental attitude is disengaged and negative.

Leaders get excited when they figure out ways to increase intrinsic personal motivation for their employees. Why? Because external means of increasing motivation are having less impact and are being reduced in times of economic restraint.

So how do you increase personal motivation? How do you engage staff and increase their sense of personal fulfillment and performance?

There is a simple and very powerful way: ask them what they value most on the job and in the workplace.

Everyone I have asked in my seminars and workshops recognizes the leap in performance they have when they are able to experience what they value most—and, conversely, the harmful impact when their values are ignored or disrespected. In fact, they would not want to continue working for the organization, and many have said they left jobs because of misalignment in values.

As leaders we often think we have to hide our emotions and values as they make us vulnerable. Doing so negates the power of emotional intelligence. Your empathy, compassion, and caring for individuals will raise your esteem in the eyes of staff far more than being autocratic and controlling. When people know how much you care, then they care how much you know. They will listen and follow your leadership because caring builds a sense of belonging, trust, and trustworthiness. Have you ever listened and given your commitment to someone you didn't trust?

Our personal values are an incredible, untapped resource because most of us are unaware of what they are. We don't make the time for self-reflection and we certainly don't discuss them in a group setting to see how they can be connected for the benefit of the team. In life, human values are the one thing that connects us and empowers each one of us.

Most of us get up in the morning wanting to do good, be our best, make a difference in the world, and add value to life. This enlivens us and makes us feel good. When we feel good we have a positive mental attitude.

Can our values change and transform over time? Certainly. Our own consciousness or awareness is the tool and the object of change. When I am

aware or conscious of something, change can happen. If I am not aware, things continue as they were.

What new thing have you discovered today? To become more conscious, it helps to have an inquisitive mind, being open to information, positive or negative, without personalizing or seeking to blame. These mindsets allow new thoughts, ideas, and possibilities to emerge. Expanding our consciousness is a way to access creative, innovative ideas that have not been thought of before. Such ideas empower and enable personal and corporate transformation.

If you are looking for new ways to increase the effectiveness of your team or organization, start by identifying the personal values that mean the most to people. Find out what they are currently experiencing both positive and limiting and what they would like to be experiencing instead to make work meaningful. Then carry out two to three actions to show that you heard and are actively listening.

And watch the impact on your team's performance!


Part 1

Building a Values-Driven Organization

The first part of the book sets the stage for the power and energy of values—how values, when consciously lived in the work environment, fuel high performance and sustainable growth.



Figure Part 1 – Culture Eats Strategy for Breakfast



Chapter 1

The ABCs of High Performance



All power and effectiveness comes from knowing how things happen and acting accordingly.

—Tao of Leadership

I magine knowing the “how” to all your problems. Wouldn’t life be so much simpler? No more sleepless nights worrying about staff reactions to decisions, or how you are going to reach your target goals, or how your systems and processes are going to be able to manage the workload.

Knowing the how, consciously or unconsciously, is like having a blueprint to everything you need to do. The three forces for generating this power are awareness, belongingness, and commitment.

Awareness through Measurement

Awareness through measurement creates new consciousness. When we measure things we are provided with data to make sense of the world around us. Data and information answer our questions about why, what, and how. New information creates new awareness and we become more conscious of what is happening and why. Performance measurement systems are designed for this purpose. Systems like the Balanced Score Card (Kaplan and Norton 1993, 1996, 2001), or the TPM Process (Jones and Schilling 2000) or Performance Prism (Neely 2002) are all useful for helping leaders measure and manage the performance of their organizations.

There is no one-size-fits-all way of measuring performance because organizational structures are diverse and business requirements are unique.

New consciousness is the source of new ideas. New ideas are the source of new strategies. New strategies are the source of new actions to solve problems or capitalize on opportunities. New actions give you a measureable way to manage change. What you measure you can manage. Knowing the how leads to appropriate actions.

Knowing what is happening in the organization is the first step down the road to success. When I think about organizational performance, the image of an iceberg comes to mind. I like this metaphor because it captures powerful elements that are happening both above and below the surface. Above the water leaders are responsible for creating the vision, strategizing, and planning. Leaders are happiest working above the surface where it is rational and tangible, using skills at which they excel. Decisions are based on fact and reasoning according to the winds of change happening externally in the marketplace or the world around them.

The managers and employees responsible for fulfilling the mission and purpose of the organization are below the water, focused on the operations and efficient functioning of systems and processes. This is why knowing the “how” is so important. The cultural element is beneath the surface, made up of the organization’s habits, traditions, attitudes, prejudices, patterns, feelings, beliefs, and values. Sometimes considered intangible and difficult to see, they have a huge impact on how things get done.

What sunk the *Titanic* was not above the waterline but below. The currents of emotions within an organization are at play beneath the surface. The saying,

“*Culture eats strategy for breakfast,*” is an apt description of the power of cultural currents and their impact on strategic initiatives. How people do things, the management style, and the way decisions are made all play out here. Beneath the surface is where habits and traditions exist that either engage and empower people or hold them back from wanting to adapt to change. Here is where attitudes and beliefs stirring prejudice exist, and where values and behaviors are expressed and lived.

If I wanted to move the iceberg where would I apply pressure to have the most impact? Pushing on the peak above the waterline would make it wobble and tip over. However, if I apply pressure under the surface it would move the mass forward. The same holds true for organizations. What drives performance is not what is above the surface but what is beneath the surface: the currents of emotions, the team spirit, and the culture. By learning how to work successfully with the culture and team spirit, you will be able to carry out the vision, strategies, and plans in response to the market demands and opportunities.

Another good metaphor is that of a garden. It is the quality of the soil beneath the surface that makes a garden gain color, grow and flourish. Like a gardener in the garden, the leader needs to nurture the soil and make sure the roots are getting all the nutrients they need to be strong, grounded and healthy. The well-being of the garden depends on the condition of the roots.



Figure 1-1 — Tree of Life

In the movie *Avatar* we see scientists experimenting and learning about the interconnecting life force that permeates the forest's root system. We are told this root system is responsible for distributing a natural intelligence. As part of nature, we too have a root system, a natural energy that connects us to each other. This energy radiates from our hearts.³ The science and study of contextual cardiology has demonstrated the existence and power of the heart's energy.⁴ The heart is a source of emotional intelligence and intuition. The more we practice connecting to our heart's energy and emotional intelligence, the wiser and more effective we will become in leading ourselves and leading others.

The challenge with culture is how does a leader manage to measure the intangible elements beneath the surface? It is very difficult to measure values, fears, or beliefs. Yet when it comes to change, these are the very things that will have the greatest impact on your success.

How does a leader inspire trust in people to willingly let go of traditions and attitudes that have supported and protected them? How does a leader discern the level of emotional uncertainty and fear in letting go of processes that brought them success or the need to learn new techniques that will take a while to master? How willing are they to change their mindset, what they value, along with the associated behaviors?

Culture eats strategy for breakfast because it is far more difficult to change culture than it is to develop a strategy and to see it carried out. The success rate of strategy implementation depends a great deal on the strategy's alignment with the current culture of the organization. Any strategy that entails a change in culture will surely run into a roadblock as tight as Fort Knox. What makes cultural transformation so difficult? It is the connection of values and behaviors to people's sense of identity and security. This is what the ego knows. Try and change what the ego is comfortable with and immediately alarm bells go off inside people. Change in values and behaviors means a change in the emotional makeup of a person. If I define my success by my relationships and how well I manage my people, and you ask me to take over the management of a new team from a function I know nothing about, how comfortable and willing to adapt to change do you think I'm going to be?

We don't like change unless it is something we personally want to do. We gladly accept a new golf club or a new hair cut because we know this is something that will make us feel or look better. Ask a person to trust and collaborate and work as a team with a colleague they previously competed with; that is a different story. The emotions associated with values and behaviors go deep into the fiber and makeup of a person. They are what define a personality and inspire and motivate performance. Asking a person to change their values is like asking a leopard to change its spots overnight. Not possible. If you have a partner or spouse, have they ever tried to change you? How successful were they?

People eventually surrender or leave a relationship if their values are continually ignored or stepped on. In our North American culture most people have the freedom and financial means to leave a relationship if it is not meeting their emotional needs. It is the same in an organization. People leave because their values and strengths are not recognized or because the work is performed in a way that is contrary to their beliefs and how they were trained. Engagement and retention are directly connected to people's values. Values are a source of life force energy and fuel high performance. If they cannot be lived there will be negative consequences such as disengagement. If they can be lived, the opposite is true. Creativity, teamwork, productivity, and engagement will drive high performance.

Many organizations are living in misery and doing nothing about their problems. Yet when we know there is something wrong and we ask for guidance, the answer is a gift. Knowledge is power. It makes you happy and increases your intelligence and consciousness. When new information is gathered through a values assessment or stakeholder consultations, leaders and employees become empowered with ideas and creativity to act and make a difference.

You learn which values are important to people and what they are currently experiencing, both the positive strengths and limiting behaviors. People share what they would like to see happening, providing a roadmap to successful change.

New awareness brings emotional support and intellectual clarity. Education and knowledge increase your levels of consciousness. By measuring your current culture, leaders find out which values are most important to their people. With this knowledge leaders are able to make more meaningful emotional connections. This connection creates a sense of belongingness and internal

³ Institute of Heartmath: <http://www.heartmath.org/>

⁴ Contextual cardiology: http://www.ccjm.org/content/74/Suppl_1/S99.full.pdf+html

cohesion, strengthening and uniting the organization, increasing its adaptability in times of change.

If I were to ask you to describe the new style of leadership that is emerging in organizations with the most attractive, efficient, high performing work environments, what qualities would you see? How about respectful, caring, enthusiastic, honest, good communicator, collaborative, committed, accountable, helpful, coach, excellence, trustworthy, integrity, ethical, and visionary? Notice that most of these qualities are “soft” as opposed to “hard” leadership disciplines. If you were an employee and you worked for a leader with these qualities, how would they make you feel? Perhaps you would feel valued, respected, loyal, enthusiastic, positive, happy, energized, committed, engaged, and empowered. Notice how reciprocal these values are. What you give you receive. Now observe the energy in these feelings and how they might drive personal performance. Visualize the impact it would have on achieving results if you could harness this energy and use it to create a workplace where people are thriving, excited to come to work, and giving their 100%. This is a high performing culture.

The opposite reciprocating effect is also present when negative leadership qualities are experienced in the work environment. What would it feel like to work for a leader who was disrespectful, dishonest, authoritative, demanding, and manipulative? I can imagine it would be stressful, drain the life force out of you on a daily basis, cause disengagement and reduced productivity.

The journey of cultural transformation begins with awareness—self-awareness, awareness of others and what is happening around you. A paradigm shift is taking place in leadership as the baby boomers are leaving organizations and being replaced by younger leaders who were raised with a different set of values, education, and living conditions. Leaders are recognizing the importance of “soft” skills, such as empathy and heart-to-heart communication, the power they have in developing trust relationships, and the self-mastery it takes to develop them. How aware am I of my leadership values? How does my behavior affect others? Am I a joy to work for? The answers to these questions will help you be a more effective leader. Tools such as the Leadership Values Assessment (a 360 tool) help leaders tune in to their values and behaviors, and how they are influencing the work environment. Reference table 8-2 in Chapter 8.

“Organizational transformation begins with the personal transformation of the leaders. Organizations don’t change. People do.”⁵ Leaders who “own” their values and lead accordingly develop stronger trust relationships with staff that gives rise to high productivity.

With a desire for greater self-awareness, awareness about others and what is happening around you, you are showing others you care about them. This creates a sense of belongingness and team connectedness. The saying “People don’t care how much you know until they know how much you care” is a powerful statement to live by in leading people through change. Feeling cared for creates a sense of belongingness and inner connection in people. With awareness and belongingness comes trust and commitment. Altogether, awareness, belongingness, and commitment generate the organizational strength to tackle challenges together and achieve amazing results.

With increased self-mastery, leaders are more aware of the need for greater vulnerability and authenticity and the importance their values play in determining their leadership style. A true values-based leader driving phenomenal organizational performance consciously operates from both the head and the heart. Feeling connected to staff on an emotional level is a key motivator and influencer for creating attractive, efficient work environments where people are fully engaged intellectually and emotionally.

When we leave for the office in the morning we bring our emotions with us; we don’t leave them at home. Why then do leaders park them in the parking lot and hold back their feelings and values when communicating with staff? What makes leaders feel vulnerable and prefer not to share their emotions? What are they afraid of? The old model of leadership was primarily rational, left-brained and analytical. Not any longer. Emotions like trust, compassion, and loyalty are being discussed around the boardroom table because loyalty is an emotion connected to the heart not the brain.

There is life force energy in our hearts that speaks and expresses itself in the world through our personal values and behaviors. This energy drives our behavior and fuels our performance. We feel energized when we are performing and doing the things we love, value, and believe in. I value teamwork. If I’m working on a project for the team, I will work until all hours in the night to complete the

⁵ Liberating the Corporate Soul, *Building a Visionary Organization*, Richard Barrett, 1998

task because I know how much it will mean to the team. Teamwork is a personal value—it gives me energy and drives my performance.

The key to success for leaders is to awaken the human values in the organization and hold people accountable for using them in making decisions, their management style, and how they work with others. It takes conscious awareness to be a values-based leader. The challenge is in living your values consistently, with purity, and “walking the talk” 24/7. If you don’t live the values you believe in, the way you behave will be incongruent and your organization will not have a role model to follow. It is much like parenting. If you say to your children it is important to tell the truth and they hear you lie, what message does this send to them? Leaders must be the example and role model for the values and behaviors they want the organization to espouse.

There are four pillars in society—politics, business, faith-based organizations, and civil society. To have the most desired organizational transformation, values and ethics needs to percolate in all four pillars. Values and ethics need to be inculcated, cultivated, and nurtured. It is like watering the roots of a tree for it to grow tall and strong. The seed is already present in every human being—it just needs a little nurturing. With the four institutions working together, we can make a difference this century.

Belongingness through Engagement

When I feel a positive emotional connection to another person there is a feeling of belongingness. Take for example your family. You feel they belong to you. No choice in the matter. Uncles, aunts, cousins, sisters, brothers—they all belong to you, don’t they? You can’t change the fact. There is a sense of kinship among these people.

I was 16 years old when I met my European cousins for the first time. The love and acceptance they made me feel was amazing. It was such a powerful feeling of connection. There was a very strong sense of family and “you are one of us.” My qualities did not matter. The fact that I could not speak the language perfectly was insignificant. That I came from another country with a different education and wore different clothes did not matter. We were all family. I felt so much love and acceptance for who I was even though it was the first time meeting them. This is belongingness.

With belongingness comes the feeling of caring, trust, ownership, and wanting to take responsibility for another person, team, and organization. People will feel this sense of belongingness in different degrees depending on what the leaders and managers have done to develop and earn their trust. It’s a huge benefit for the organization when people want to take responsibility and ownership for problems. Imagine your employee coming up to you with an idea that could provide substantial cost savings. Or they let you know when a major client is extremely unhappy about a late shipment, product, or service. They trust how you will respond and know there will not be any negative repercussions, such as shooting the messenger.

We all have the ability to respond in a given situation. Responsibility is our ability to respond.

Who has the most responsibility in a company? The CEO. The buck stops on their desk. This empowers them to take ownership and care for the whole organization. We all have the power to take ownership within our sphere of influence. We all have the ability to make a difference and care for others. What prevents us is not being emotionally engaged and empowered. Without the emotional trust connection, we are not likely to stick our necks out and take responsibility, to own the problem and try and find solutions.

Belongingness is created through engagement. When I show I care about you and empathize with what is important in your world, I am making an emotional, heart-centered connection with you. If you and I are having a conversation and I am actively listening to you tell a funny story, can you feel this connection? Certainly! Our eyes are connecting; my head, facial expressions and body are moving and following what you are saying. I am laughing and sharing the emotions you are sharing with me. The opposite is true as well. If my mind wanders off and leaves the room, can you feel it? Yes! It feels like you are speaking into an empty space. I may be physically in front of you, but mentally my mind is somewhere else.

Consciously engaging with someone and actively listening to them creates a sense of connection and belongingness. This creates an internal sense of cohesion between the two people that is very powerful in sustaining a healthy relationship. Having this internal cohesion is the basis for developing trust relationships, which are the foundation for high performing teams.

For a long time leaders have felt that showing or connecting with one's emotions would make them vulnerable. This is changing. Leaders are recognizing the important role of emotions in connecting and engaging people. Take the manager/employee relationship. The most important person to an employee in an organization is their manager. This is because the relationship between these two people is the deepest. It is both emotional and rational with a high degree of trust that has been developed over a long period of time. The manager is there for the employee, responsible for meeting the employee's basic needs of financial security, providing information about what is going on in the organization, ensuring they have the knowledge, expertise and resources to perform their job well, providing teamwork when needed, being responsible for commitments, and having a high degree of trust and trustworthiness.

Commitment through Alignment

With awareness and belongingness comes commitment. I'm not talking about "buy-in" to an idea, rather full commitment with the heart and mind engaged. Awareness through measurement provides the information or data needed to make critical decisions. Belongingness through engagement creates an emotional connection that builds trust and internal cohesion. Awareness and belongingness are pre-requisites to commitment. Without them it will not be possible to commit.

Suppose I come to you as my manager and share an idea for a project I am clearly quite excited about. Without a doubt I've been working on this idea for some time. I share all the details and research I've done making sure to point out the benefits to the team and organization. My tone of voice is higher than normal, I'm speaking fast, and there's a bit of a tremor as I'm a bit nervous speaking with you about it for the first time. My enthusiasm is infectious and it's even rubbing off on you. The atmosphere in the room changes subtly as you begin to actively listen to the benefits of the project. With every good point I'm making, you nod your head in agreement, and eventually you begin contributing possibilities and opportunities it will open up for everyone. I can sense your level of commitment is increasing when finally you pop the question—how much will this cost us?

Before committing to the project you go through a critical thinking process weighing the financial merits of the idea and how well it's aligned with the

shared vision and mandate of your team. On the emotional level, which you may or may not have been aware of, you are assessing the idea against your personal values. How will it meet your needs as a leader and the needs of your team? Clearly I care a great deal about the project and the benefits it will bring. With years of devoted service under my belt and past project successes, you have a deep sense of trust in my ability. The key elements in gaining your commitment are alignment with mission, vision and values, accompanied by trust and internal cohesion. If the project does not meet these needs, even if it has financial merit, what is the likelihood of gaining your commitment? None.

The importance of alignment in attaining commitment is critical. With mission and vision alignment I know the actions I am taking and the work I am doing will get me to where I want to go. Mission alignment creates a shared sense of mission and purpose. It gives meaning to life and everyday tasks. I can see how my efforts will make a difference and add value to the work we are all doing. Even the most mundane tasks can seem special when they are connected to a higher goal of contributing to something bigger than oneself. I don't feel like I'm spinning wheels doing work that will not be of value to someone or will sit on a shelf collecting dust. When my values are aligned with the organization's values, there is an internal sense of connection and the feeling that everything is right with the world. I will do everything in my power to make the project happen.

As mentioned above, alignment of values, behavior, structure, processes, mission, and vision are all essential for building engagement and commitment, on both an individual and an organizational level. Suppose we have a team meeting where members agreed that decisions on a project will need to be made by building consensus. As the team leader, I now have to ensure that decisions going forward are brought to the group for discussion and reflection before decisions are made. What do you suppose would happen if I unilaterally made a decision without informing the group? Would I be "walking the talk" and living a shared value we all committed and agreed to? No. The trust that team members developed in creating the value together would be broken. What impact would this have on the team? Think of a time when your trust was broken. Did it not reduce your level of energy and cause frustration and internal conflict? This is a simple example to show how essential it is for leaders to think about the consequences and messages they are communicating in their actions.

When actions and behaviors are not in alignment with the agreed-upon values, commitment and engagement will suffer.

Commitment through alignment generates higher performance. When I am committed to an organization it will show up in various ways. As a leader I will care about the needs of my people in different areas identified in a hierarchy of values and personal motivations. The impact of this commitment will be felt across the organization. When people feel supported it makes a huge difference in their mental attitude. Positivity, enthusiasm, and energy increase. The following is a list of different levels of commitment and the types of needs that map to the seven levels of consciousness outlined in chapter 8:

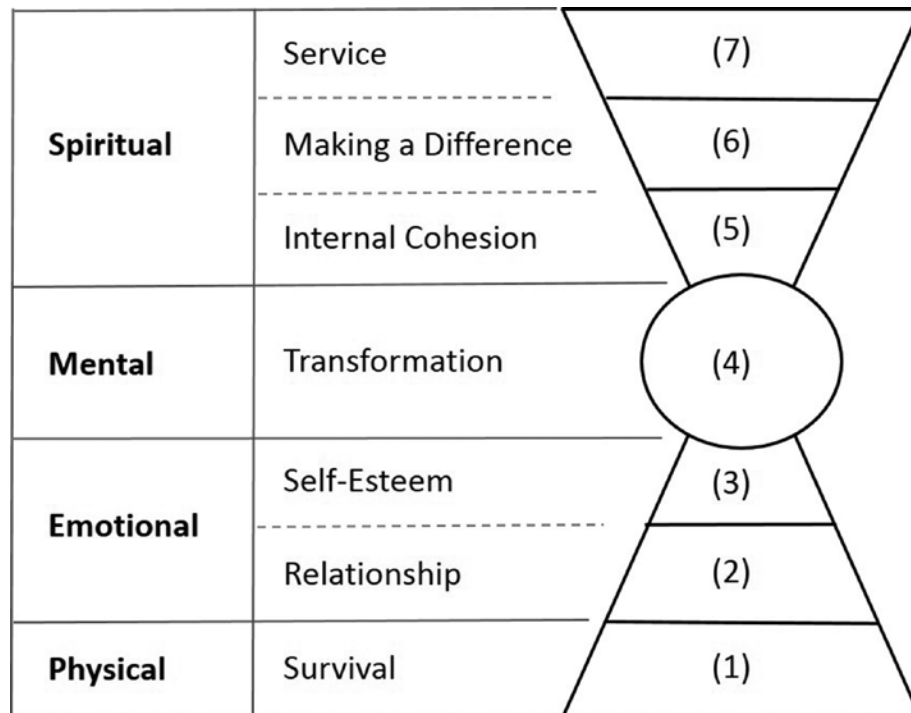


Figure 1-2—The Barrett Seven Levels of Consciousness Model

1. Ensuring the health and safety of people in the organization by providing financial stability and job security for physical, mental, and emotional well-being. These are survival level of commitments that are essential to the ongoing sustainability of the organization.

2. Behaving in ways that will strengthen relationships, increase awareness and belongingness with others. Showing respect and loyalty in communications so that employees feel a sense of connectedness and family. The focus is relationship awareness to maintain effective relationships.
3. Willingness to measure employee engagement and organizational culture to find out what is happening and improve the quality, efficiency, and excellence of organizational systems and procedures. The attention is on building self-esteem of individuals.
4. Acceptance and commitment to personal and professional development recognizing adaptability and resilience to change must start at the top with senior leaders. Engaging and empowering staff by creating a culture of participation to work collaboratively, inspiring creativity and innovation. Transforming the organization with a facilitative leadership style by listening to ideas, giving people a voice in decision making, providing opportunities to grow, develop, and work as a team.
5. Communicating and owning the vision with passion and enthusiasm while living the values 24x7. The leader is consistently building trust and internal cohesion around the vision, recognizing the need to be the change they want to see.
6. Actively wanting to make a difference in the lives of people. Coaching, mentoring, and partnering, recognizing the strength and power in collaborating together to solve problems. Leaders empathize and intuitively know the needs of others, wanting to contribute in meaningful ways.
7. Concerned about global issues and actively promoting social responsibility. Having compassion for others, devoted to selfless service to society with ethical standards. Leadership is focused on being the best *for* the world not the best *in* the world.

Commitment to the above goals means living and breathing the vision, mission, and values of the organization. Leaders have to be the change they want to see. If they are not committed and in alignment with the desired values and behaviors, how can they expect others to live them. The most important level of leadership commitment is transformation at level four: supporting the

transformation, emotionally connecting with staff, enabling and empowering people to continuously learn and adapt to the changes happening in the work environment. To remain competitive, leaders who are inclusive and facilitative access the wisdom of the group, engage hearts and minds, explore the implications, and decide together on the future direction with commitment and energy.

Worksheet 1-1 — Values, Beliefs and Behaviors

Purpose: To develop self-awareness for one’s personal values and the power they have to inspire greater performance.

Process: *Complete a free personal values assessment (PVA) by going to:* www.CultureLeadershipGroup.com/pva

Once you have received the PVA report, select your top 3 values that are the most meaningful from the list and complete the following Values and Behaviors Exercise.

Values, Beliefs and Behaviors			
Choose the top three values from your Personal Values Assessment.	What is important to you about this value?	Recall a moment in your life when you were living this value. What behaviors did you exhibit that support this value?	How might you react if this value was ignored by others? Describe your feelings.
1.)			
2.)			
3.)			

Team-Building Conversation

Objective: To demonstrate the power of values in generating new awareness, belongingness and commitment, and create a team charter that will support the team's growth and development.

Awareness: Debrief after having participants complete the Values and Behaviors exercise:

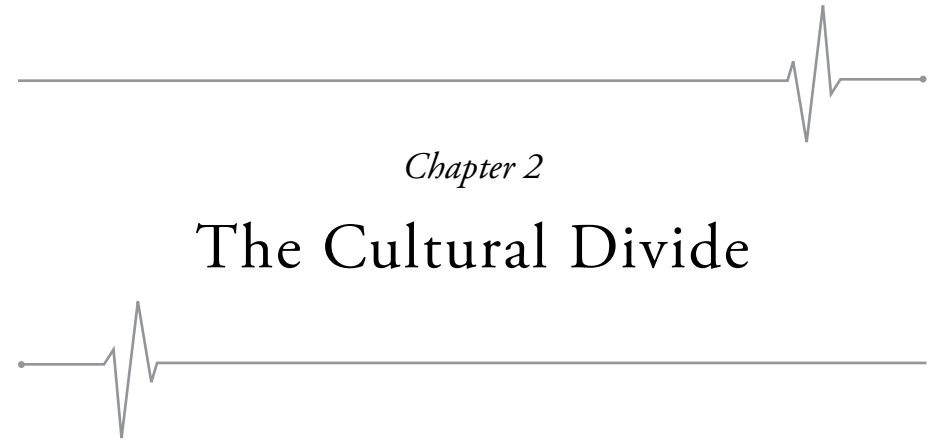
- Ask team members to pair up with another person and share their values, beliefs and behaviors with each other.
- Next form larger groups by bringing together three pairs into a group of six and ask each pair to share their values.

Belongingness: As a large group, share answers to the following questions:

1. How do you feel when you are living your personal values at work?
2. Are there any values you are not able to live? What fears do you have?
3. When you are living your values, how do they impact your performance?
4. What would happen if you were not able to bring these values to work? How would you feel? What would happen to your performance?
5. Would you want to continue working there?

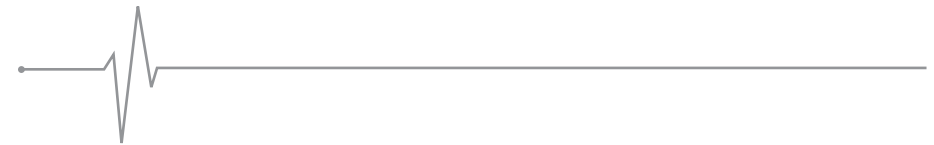
Commitment: Create a team charter:

1. Group and theme the top values of team members.
2. Revisit the mission and vision of the team. How do you contribute to the organization? What are you hoping to achieve in two to three years?
3. Select three to four top values and identify three behaviors for each top value that demonstrate your values in action to support the mission and vision of your team.
4. What's one thing you can start doing tomorrow to live these values?



Chapter 2

The Cultural Divide



*When we are no longer able to change a situation
— we are challenged to change ourselves.*

—Viktor E. Frankl

Natural Tensions and Conflict

Organizational cultures, especially in bigger organizations are made up of many sub-cultures and many different “group personalities.” This is especially the case in organizations with different divisions, but also in organizations with (physically) separate departments in different countries around the world. Each division has its own mandate, set of values and behaviors that empower it to achieve goals. You may work in corporate services in Human Resources alongside Communications, Information Management, and Finance.