**100 WAYS TO ENJOY YOUR JOB MORE**

**A self-guide to enjoying your work and career more through organization savvy**

**by Phil Van Auken**

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**100 ENJOYABLE JOB ADVENTURES**

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| 1. Recharging your pro battery | Change of seen-ery |
| 1. Red and blue orgs | The unisex hex |
| 1. Scenario-building the future | Arriving before your plane takes off |
| 1. Setting-the-table leadership | Serving the followers who serve you |
| 1. Silosophy | Pulling yourself together |
| 1. Smallworld eyes | Seeing big things |
| 1. Straight-A organizations | Agreement Action Achievement |
| 1. Sunsets | Trying it out before throwing it out |
| 1. Surfing two waves | Profit before payday |
| 1. Synchronicity | Hatching 2 eggs into one chicken |
| 1. Tangible intangibles | Transforming ideals into concrete results |
| 1. Tango lesson | Dancing smoothly with a jealous partner |
| 1. Tarzan career development | Swinging on project vines into a successful career |
| 1. Team balance sheets | The net worth of teams |
| 1. Team bill of rights | Working the right way |
| 1. Team commercials | What we do for you |
| 1. Team CONtributions | What did WE accomplish? |
| 1. TEam Needs | Planting needs seeds |
| 1. Team résumé | Resume your success |
| 1. Team chat groups | The team blender |
| 1. Thinkin’-funny | Storming your brain |
| 1. Tornado teamwork | Career twisters |
| 1. Traffic light work zones | Go; hesitate; stop |
| 1. Transformational employee benchmarking | Qualitative process innovation |
| 1. Triangle professionals | leadingfollowingmanaging |
| 1. Turf surf | See all of Hawaii |
| 1. Unlearning for progress | “We (don’t) always do it that way.” |
| 1. Value stream swimming | Gold nuggets in your stream |
| 1. Vapor trails | Keep watching the skies |
| 1. WE pods | Workplace pronouns |
| 1. WElcome to our team | TLC for assets that breathe |
| 1. What starts your car and drives you | Your work quirk |
| 1. Win-win grin | Deal-making without faking or breaking |
| 1. Workplace magnets | Whistle while you work |
| 1. Zone of contributions | Export markets for your job value stream |
| 1. Zone of influence | Professional fingerprints |
| 100. Zone of interdependencies | Your one-stop-shopping headquarters |

**A FRESH GARDEN TO WORK IN**

**A FRESH viewpoint of your job, career, and organization**

**Viewing your work life from FRESH new angles and a FRESH mindset**

**FRESH organization gardens to grow crops in**

**FRESH professional empowerment, experiences, events, experiments, and excitement**

**FRESH organization contributions, service, co-workers, skills deployed, professional development, and job niches**

**FRESH options, choices, alternatives to consider and choose on your own**

**Individualization of FRESH earning material: the way it works best for you personally**

**What are you looking for in your job/career/life?**

* **Adventure**
* **Power**
* **Service**
* **Status**
* **Survival**
* **Wealth**

\*means the marked topic has its own “job adventure” alphabetical entry.

**ADVENTURE 1: Agenda Blender** (turning me into WE)

Professional work is too complex for one chef. Working alone hour after hour locks you in a lonely tower. Thinking alone is a desert zone. Always getting your way keeps people away. But working together is a mutual pleasure, because you can blend your thinking, experience, and professional skills. Blending agendas is especially important in order to turn me into WE.

Agenda blending techniques:

* Coming up with a more effective approach than either mine or yours
* Networking opens new doors for us both.
* Serving a constituent better through our mutual cooperation
* Sharing feedback to be twice as informed
* The \*win-win grin
* Turning me into WE via interdependency--we need each other to get our jobs done.
* Two-or-a-few-heads are better than one in problem-solving and decision-making.

Enjoying your job more:

* Blending personal ME agendas into professional WE agendas
* Demonstrating the viability of win-win operations
* Transforming MEers into WEers
* Reducing workplace head-butting
* Teeing off on better ideas, work processes, and constituent service

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**ADVENTURE 2: Alive 825 triPs = Progress** (people, productivity, processes → progress)

825 = eight-to-five org members who bring their organization alive through…

triPs = People, Products, Processes → concrete contributions versus…

the abstract work of executives: profit, stock price, competitive strategy, etc.

825ers constantly renew their org, and themselves, by handling concrete triPs.

Thus 825ers are their org’s heart-land and harvest.

How to renew yourself as an 825er:

* \*Ambidextrous contributions
* Continually add more value to your **P**roduct/service
* Improve **P**rocesses: info flow; decision-making; change; member empowerment
* Spending some time in the org \*community of **C**ooperation-**O**f-**S**ervice-**T**eamwork
* Work personally serving org clients (**P**eople)

Enjoying your job more:

* Building personal and professional relationship bridges in the “lower” parts of an organization helps everybody both inside and outside the organization.
* Jobs can be more satisfying than careers.
* Recognizing that 825ers are the most valuable people in any organization, because they do the concrete work.

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**ADVENTURE 3: Ambidextrous Productivity** (scoring with both hands)

Internal Value Employees (IVEs)perform most ofthe technical work in an organization, creating value for members inside the org.

External Value Employees (EVEs) create value for people outside their org: mainly clients and owners/investors.

IVEs: accountants, computer/MIS techs, human resource employees, maintenance personnel, etc.

EVEs: sales reps, marketing specialists, strategy executives, product designers, etc.

IVEs = the org’s cost center; EVEs = the profit center.

IVE/EVEs = ambidextrous members who create value for people both inside + outside the org: product design engineers, sales managers, financial analysts, project managers, etc.

Pathways to IVE/EVE ambidexterity:

* EVEs partner with IVEs in brainstorming about key organization issues
* IVE consultants present technical advice to executives and project leaders, such as explaining the implications of financial statements, or training professionals how to conduct business effectively in a foreign culture.
* IVEs develop working relationships with external org clients.
* Participating in, or leading, multi-disciplinary IVE-EVE project groups

Enjoying your job more:

* Ambidexterity stimulates professional development → more stimulating work
* Extra job skills → extra job contributions to your organization and co-workers
* Extra job skills → extra job pay
* The more you do for people and your organization, the more you enjoy your job.



**ADVENTURE 4: Behind the screen** (What you see might not be.)

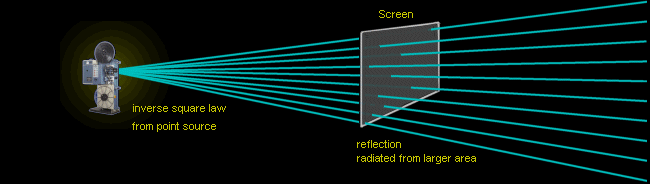
What you see on an organization’s “screen” (official communication and activities) is only partially true/real. The rest is often “spin” (brainwashing) to promote multiple org-related agendas: competitive tactics, advertising/PR, client negotiations, “unofficial” goals, etc. Real org reality lies behind the screen, consisting of largely invisible, non-official, non-documented agenda-seeking org activities: use of power and influence; negotiating/deal-making; leading and following; interpersonal dramas; etc.

Org reality (always evolving and evasive) is found behind the screen via:

* Keeping in touch with current events that potentially affect your organization
* Maintaining regular professional CONtact with varied multiple org CONstituents
* Smoking out what the org does (it’s real agendas), not just what it says (image smoke screen)
* Saying true/authentic things to get true/authentic feedback at the grassroots level (the org’s busiest social interaction zone)

Enjoying your job more:

* Anticipating the “shape of things to come” in your job/career/organization
* Better understanding the subtle what, why, who, and how of your org
* Furthering your professional capacity to communicate and interact with authenticity
* Knowing what’s really happening in your organization, job, career
* Sharpening your org savvy



**ADVENTURE 5: Buying and selling abstractions** (ideals at work)

People are both physical (body) and abstract (thoughts, emotions, beliefs). We work to maintain the physical part of us, but only because the abstract part motivates us. We work to feed (physical) ourselves, and also to please (abstract) ourselves. Food keeps us running (physical); pleasure keeps us humming (abstract). We work for survival (physical) and for revival (abstract). Just as importantly, we work for the physical survival and abstract revival of others: Family, Acquaintances, Community and Employer = FACE. Survival keeps our FACEs physically healthy; revival keeps them psychologically wealthy.

Money keeps the workplace going; abstractions keep it glowing:

* Contributing to others inside and outside the organization
* Professional development and career progress
* Professional pride
* Striving for excellence
* Teamwork (cooperative, community contributions)
* The \*4 I AMs
* Using your talents, abilities, and personality to achieve important goals

Buying and selling abstractions:

* Authentic communication and interpersonal working relationships
* \*Contributions Assessment Reports (CAR)
* \*Contributions Descriptions (CDs)
* \*CORE sessions
* \*Electric questions
* Employee empowerment
* \*Meantoring
* Teamwork with your most talented co-workers

Enjoying your job more:

* Cooperating with others to help others
* Knowing that your job makes a real difference in the lives of many
* Performing meaningful work
* Taking pride in your work and contributions
* Working for more than money

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**ADVENTURE 6: Career Magnetism** (when you’re attractive)

Magnets attract, and so does your work and career. Value-adding work attracts valuable opportunities for work of even greater value. Your professional magnetism attracts what you need for each stage of your career: the right co-workers, resources, empowerment, and changes. It happens when you’re ready for it. Your closest co-workers know when you’re ready, because they know you professionally better than you know yourself, because they see you objectively.

You’re probably ready to take on new professional opportunities when:

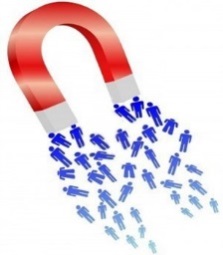
* Others encourage you to lead them in a new direction.
* Others want you on their team.
* You attract new constituents (clients, departments, projects, etc.).
* You envision new ways to add value to your organization or constituents.
* Your current job is static/status quo.
* Your work routine becomes flexible enough to accommodate a new pursuit.

You become more professionally magnetic when you:

* Are innovative
* Create new value for constituents
* Focus on WE over me
* Navigate to where the most valuable things are happening in your organization
* Seek the thoughts and advice of your closest co-workers

Enjoying your job more:

* Being valued for the value you create for others
* Building productive bridges to other areas of your organization
* Getting refreshed professionally
* Putting unused talents to good use



**ADVENTURE 7: Casper the Authentic Ghost** (living in authentic-ity)

Unlike the sneaky Ghostly Trio, Casper the friendly ghost just wanted to be liked by people. They may have screamed when they first saw Casper, but they made friends with him because they were authentically friendly to them. Some organizations are not always as authentic as Casper, with their driven profit, competitive, and political agendas. Authentic professionals place their cards on the table face up.

Authentic pros:

* Admit when they’re wrong and their mistakes
* Disclose any agendas they may have
* Encourage others to make up their own minds
* Mention both the positive and negative side of issues
* Present the whole truth, not just pieces of it
* Tell people what they need (but not necessarily want) to hear
* Tell you what they know and don’t know

Enjoying your job more:

* Avoiding the negative feelings of guilt and exploitation
* Earning the trust and respect of co-workers
* Helping yourself and others make better decisions
* Motivating others to be authentic with you
* Seeing reality more clearly

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**ADVENTURE 8: Comfort-able** (dueling work zones)

Pizza may stimulate our taste buds, but it’s not-so-hot for our waistline and cholesterol. Same way with our cozy comfort zones in life and at work--positive and negative mixed together:

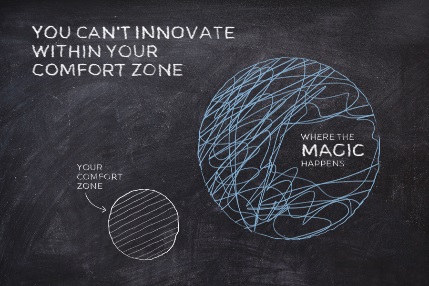
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| **Positive Comfort Zones…** | **…Turned Negative** |
| Cooperating with others | Accepting mediocrity |
| Doing our job well | Stunted pro development |
| Getting along with co-workers | Cliques |
| Good pay and benefits | Lack of career ambition |
| Non-stressful work environment | Absence of professional challenge |

Productivity/pro development zones:

* Continuously expand your professional skills
* Create value for a range of departments, projects, and constituents
* Lead, follow, and manage
* Occasionally up-the-ante in work challenges
* Stretch co-workers with higher standards and loftier goals
* Use cooperation as a stepping stone to teamwork

Enjoying your job more:

* Becoming a \*triangle professional
* Blending comfort with challenge
* Ignoring going along just to get along
* Side-stepping professional ruts
* Winding up the Energizer Bunny

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**ADVENTURE 9: Concentricity** (mission fission)

The shaded overlapping segments of concentric circles indicate zones of professional cooperation between two or more people. The more concentric zones, the more shared in common.

Concentricity maps among an organization’s co-workers, departments, or org divisions commonly reflect sharing of:

* Constituents served
* Internalization of the organization mission
* Members of cross-departmental projects
* Productivity goals
* Similar technology used
* Work interdependencies

Organizational concentricity “congeals” from:

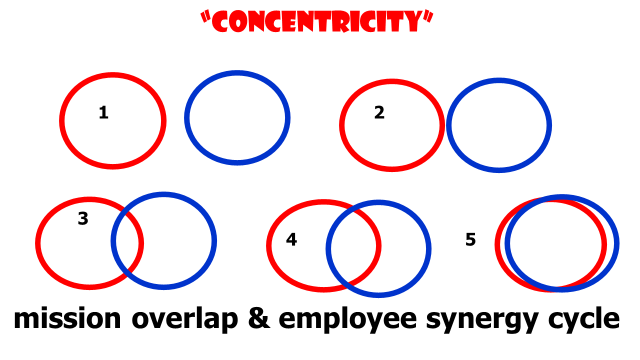
* Common operating protocols
* Departmental interdependencies
* Interdisciplinary projects and shared external constituents
* Teamwork projects

Potential concentricity benefits:

* Cooperation, coordination, and concentration
* Getting co-workers on the same \*wavelength
* Synergy: 2 + 2 = 5
* Weaving diverse professional skills into a symphony of cooperative productivity

Enjoying your job more:

* Partnering for mutual progress
* Skill sharing and constituent caring
* Win-win outcomes
* Working in a smooth groove



**ADVENTURE 10: CONtact** (service bridges)

CONstituents, not profits, are the ultimate organizational asset: customers who buy, employees who serve, and communities that support. CONs both inside and outside the org brew success for your own career via:

Communication:

* Feedback from your internal workplace CONstituents: on work progress updates; problem-solving; decision-making; meetings; etc. Feedback from external CONs (clients, retailers, bankers, etc.) on satisfaction with the work you did for them and alterations requested in how you do business together
* Opportunity: Externally: renewed service contracts; better quality control; innovative ideas for improved service, etc. Internally: better teamwork; greater cost-cutting efficiency; evolution of work niches; innovative problem-solving, etc.
* Networking: new people, ideas, technology, and strategies working on behalf of your personal and group professional success

CONtactics:

* Interaction with key co-workers via virtual teams
* Become a go-to \*triangle professional within your \*org within and org (OWO).
* Keep external CONs updated on the work of internal CONs via a professional webpage, podcasts, and telecommunications.

Coordination:

* \*Concentricity zones
* \*Decision-action chains
* \*Delphi coordinated feedback
* \*Member niches productivity planning
* \*My Expectations update forms
* \*PROgram resource audit
* \*Team needs analysis
* \*WE pods

Enjoying your job more:

* Developing as an all-around \*triangle pro
* Expanding your professional support system
* Multiple heads are better than one.
* Plentiful supporters to achieve group goals
* Who you know is better than what you know.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiIhsqM67DSAhWB5CYKHYFVDG8QjRwIBw&url=http://dahz.tk/ok/&bvm=bv.148073327,d.eWE&psig=AFQjCNELF_Atb57ms8sBRTTicl8EtD5Z9Q&ust=1488304061800650)

**ADVENTURE 11: Contributions Assessment REport** (service empower)

**CARE**: **C**ontributions **A**ssessment **RE**port

Purpose: Using 360, multiple-perspective performance evaluation as a means for reinforcing team behavior in both positive and negative areas of performance

1. These are the contributions I successfully made to my team:

2. These are additional contributions I tried to make but didn’t satisfactorily achieve:

3. Here is how the team helped me make my contributions:

4. Here are ways the team could help me expand my contribution:

The quick-and-easy CARE 360 communication cycle empowers org members with the opportunity to make contributions above and beyond their job descriptions. Co-workers in your \*org-within-an-org (OWO) can voluntarily choose to respond to any, or all 4, job-centered topics in the above box and revise/update their contributions preferences when desired. Interested OWO members receive a copy of all CAREs for greater awareness of on-going team contributions and, when desired, synergistically partner with co-workers.

The CARE process:

* Delivers the \*four I AMs (I am productive, appreciated, needed, and unique)
* Empowers members to go beyond the call of duty
* Promotes the \*buying and selling of abstractions
* Provides positive reinforcement to all OWO team members for their value-creating work
* Recognizes OWO members for their unique contributions
* Stimulates voluntary teamwork

Enjoying your job more:

* Building greater esteem and mutual respect with your closest co-workers
* Building and maintaining productive teamwork
* Empowering you to go beyond your job description
* Receiving some “psychological income”
* Working in a service-oriented environment

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**ADVENTURE 12: Communication Organization, REality-orientation (CORE) sessions** (up periscope)

Reality is hard to come by in the workplace, where everyone is constantly on the move doing different things for different reasons. Even in your own \*organization- within-the-organization (OWO) it’s tough to know who’s doing what, why they’re doing it; where they’re doing it; when they’re doing it; who they’re doing it with; and how they’re doing it. That’s when CORE sessions come into play. They are ideal for \*OWO members, since their interdependence demands good coordination and cooperation.

CORE sessions are designed to:

* Build the team’s future one do-able step at a time.
* Create timely 360 reality orientation feedback among OWO members.
* Keep OWO team members in close touch with who, what, when, where, why, and how.
* Percolate promising new ideas to promote team progress.
* Stimulate a sense of team ownership and mutual service.

CORE session content:

* How OWO members might assist one another in creating productive synergy
* Recent and forthcoming OWO member team contributions
* Surveying problems and decisions currently affecting the OWO
* What just happened and what may soon happen within the organization and OWO

CORE session logistics:

* In advance of the session, CORE members should inform one another of issues they would like to discuss
* Voluntary attendance (Come because you want to, not because you have to.)
* Meeting dates and times can be coordinated via OWO member availability (using digital calendars if available). Lunch hour might be a convenient time for many teams.
* Once-a-month, one-hour sessions; no formal agenda
* No “minutes” or “official” protocols (to encourage authentic communication)
* Rotate session logistics coordination among different team members.

CORE session ambience:

* Authentic communication and mutual trust
* Feedback intensive
* Fertile discussions
* Focus on future progress
* Informal and unofficial
* Positive and upbeat mutual service

Enjoying your job more:

* Empowerment of team members to manage themselves
* Engaging in mutual service to your closest co-workers
* Personally participating in productive progress
* Shaping your collective future through 360 feedback

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**ADVENTURE 13: Count the surf boards** (Who’s been surfing your wave?)

Who surfed the turf recently in your \*org-with-an-org (OWO)? How many different, distinctive surf boards (from other OWOs) showed up last week? What do the boards indicate about your professional \*interdependencies? Which boards had you seen before, and how many surfed on your turf for the first time? How tough were the waves to ride? Did any of the visiting surfers “wipe out”? Why did they leave their beach to ride your waves? How often has your board appeared on the scene of other beaches in your organization? How tough were their waves? When the surf’s up, how many boards from diverse turf enter your turf?

Professional surfing empowers you to:

* Build mutually-beneficial productivity relationships.
* Develop virtual teamwork (see \*tornado teamwork).
* Keep in closer touch with what’s happening in your organization—see the big picture.
* Pick up new, innovative ideas for progress in both turf zones.

The best turf to surf is where:

* Employees have a different or fresh perspective on key mission issues.
* Job disciplines overlap.
* Operations success is thriving.
* Reciprocal professional gain is realistic.

When you’re riding waves on new turf:

* Exhibit your best surfing skills.
* Invite others to surf on your turf.
* Learn some new surfing techniques from companion surfers.
* Stay within your comfort zone.

When you wipe-out on new turf:

* Arrange for your star surfer to ride the same tough terrain that wiped you out.
* Ask for assistance from superior surfers.
* Surf in a partnership with a possible mentor.

Enjoying your job more:

* Extending your productive capabilities
* Understanding your overall organization better
* Using a greater array of your unique professional skills



**ADVENTURE 14: Counterintuitive Innovative Thinking (**Konventionality killed the kat.)

Konventionality also kills:

* Innovation and creativity
* Organization competitiveness
* Problem-solving and decision-making
* Workplace freshness

Counterintuitive = opposites

* Bottom-up communication > top down
* Creative work > routine
* Listening > talking
* People > profit

Innovative = producing differently

* Being your own boss
* Online chat group > meetings
* Flextime > 825
* \*Interdependency maps
* \*Organizations-within-the-organization > org chart and chain of command
* \*Qualitative PROductivity
* \*Red and blue organization
* \*Scenario building the future
* \*Sunsets
* \*Triangle professionals

Thinking = listening, imagining, comparing and contrasting, futurecasting

* \*CORE sessions
* \*Delphi feedback
* \*Electric questions
* \*Outside-the-box mapping
* \*Picture reality
* \*PreceDENTs
* \*Synchronicity
* \*Unlearning for progress

Enjoying your job more:

* Mind refreshment
* Productivity breakthroughs
* Professional development
* Workday refreshment

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjN0Yq62bXSAhXGdSYKHRApBTwQjRwIBw&url=http://bknpk.com/?p%3D54999&bvm=bv.148441817,d.eWE&psig=AFQjCNHpQPSWHU2p_4H_kEbxXlCPUXyWxQ&ust=1488471160478850)

**ADVENTURE 15: Creating Your Own Job** (stretching your job reach)

Why:

* Career progress
* Increasing the value of your contributions
* Job refreshment
* Job security
* Professional development
* Professional self-fulfillment
* Self-empowerment

When:

* You feel professionally stale.
* You have innovative ideas for beneficial change in some area of your organization.
* You’re under-utilized in your current job.
* You’ve proven yourself as a leader and asset to your organization.
* Your organization needs help with new changes and new challenges.

How:

* Become a \*gapologist, pulling together/coordinating disconnected production zones of your organization via managing projects, training sessions, consulting with common clients, etc.
* Find new ways and niches for working with key organization clients on a personalized basis.
* Serve as a voluntary, informal leader within your \*org-within-an-org on new projects and process improvements, as a researcher, or a client specialist, etc.
* Serve as an informal consultant in your field of technical expertise inside your organization (executives, project leaders, department managers, etc.) and outside (clients and other constituents served by your job).

Enjoying your job more:

* Being an “intrapreneur”
* Increasing your professional visibility and impact
* Steering and stretching your career proactively
* Developing greater professional self-sufficiency



**ADVENTURE 16: Decision-Action Chains** (why, when, where, how did that happen?)

**WHO** made that decision? We know **WHAT** happened, but we’re not sure **WHY**. Somewhere the project got messed up, but **WHERE**? We evidently made a mistake, but **HOW**? That turned out to be the wrong time to do it, but **WHEN** should we do it? Productivity is actually a chain reaction of decisions and actions, often made in isolation by “silent partners.” To be productively successful, the decisions and actions have to be chained together via input-output documentation and analysis.

Decision-action chains (DACs):

* Are used by **s**mall **p**roductivity **g**roups (SPGs) to document and analyze cause and effect relationships between the decisions made by individual members vs. those hatched in a group context
* Keep track of the 5WHs via documentation of Who did What; When and Where did they did it; and How they did it = the decision-action chain.

The DAC is periodically analyzed and discussed by the SPG to:

* Discern the cause-effect relationship between decisions and corresponding actions.
* Identify what went right and wrong, and why.
* Hold SPG participants accountable for their plus/minus outcomes.
* Learn how to improve decisions and actions in the future.
* Develop revised decision-action strategies for improved future performance.

In implementing the DAC process, each SPG member:

* Uses a pocket-size notebook to record (via the 5WH format as appropriate) each of their decisions and actions pertaining to an on-going project
* Periodically types their notebook entries into a digital file for the affected project
* Attends regular SPG debriefing/analysis discussion sessions to put “pieces” of the DAC “puzzle” together in a meaningful manner

Enjoying your job more:

* Approaching performance accountability in a positive, constructive manner
* Enjoying turning the key of progress
* Proving once again that “two heads are better than one”
* Working anticipatively in a team to significantly improve its productivity

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjT0LLq77XSAhWNZiYKHUTlB4UQjRwIBw&url=https://sites.google.com/site/faultinourstarscauseeffectcom&bvm=bv.148441817,d.eWE&psig=AFQjCNGRHnNH571l7mWy30mrp8YwYrImJQ&ust=1488477135637621)

**ADVENTURE 17: Delphi Feedback** (feedback snack)

The Delphi process (named after a future-predicting ancient Greek) involves systematically-gathering feedback from diverse organization constituents (employees, clients, community leaders, etc.) to facilitate informed, participative group decision-making.

The Delphi process is designed for you to:

1. Gather \*electric question information from key constituents you are professionally interdependent with to efficiently gather, share, and act on new mission-based realities disclosed by the information.
2. Create greater \*concentricity between interdependent professionals, stimulating more productive teamwork and mutual success.
3. Keep constituents in touch with their evolving culture and mission.

Delphi process steps:

1. Prep electric (thought-provoking) questions for electric feedback.
2. Constituents you depend on most respond anonymously via email.
3. #2 summarized and emailed back with new Qs for feedback on the feedback
4. Repeat circulation rounds until a “gestalt” (big picture group consensus) crystalizes.

Delphi:

* Creates a strong sense of teamwork, trust, and authenticity
* Pinpoints anonymous, but individualized, feedback perspective from key constituents on key issues affecting everyone participating
* Provides all participants with transparent conclusions molded in a democratic, reliable, and time-efficient process
* Provides very specific issue analysis and conclusions easily translated into action-based progress

Enjoying your job more:

* Contributing, analyzing, and discussing “electric” questions and responses to the mutual benefit of hand-picked constituents
* Increasing your professional/career reality-orientation efficiently and harmoniously
* Knowing > wondering
* Using highly fertile and trustworthy information for productive progress

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjUmqLxirbSAhUD8YMKHesADEgQjRwIBw&url=http://www.employee-performance.com/blog/the-changing-face-of-360-reviews-performance-feedback/&psig=AFQjCNHUFh1A5NO7ilOIdQQg4LAbmNdkVw&ust=1488484423932574)

**ADVENTURE 18: Discovering Yourself Professionally** (knowing what others know about you)

Your co-workers know you better than you know yourself. They got you mapped, because they see you objectively, which you can’t. (You don't even know what your own voice sounds like!) Career success is more OTHERS than you.

Network and listen your way to discovering yourself professionally:

* Pro networking (people with opportunities) →
* Team work →
* Discovering your full range of pro contributions via co-worker feedback… and
* Set-ups: implementing new opportunities others have provided you

What to discover about yourself professionally through teamwork:

* How can you engage in pro development opportunities? (see \*Tarzan career development”)
* How effective are your interpersonal skills? (see \*tangible intangibles)
* How empowered (self-managed) do you want to be?
* What are your unused skills and capabilities?
* What do you want from your career?
* What contributions come naturally to you? (see \*zone of contributions)
* What job weaknesses limit you most professionally? (see \*pro balance sheet)
* When and how do you \*surf your org’s wave?
* Which co-workers are most valuable to you and vice-versa? (see \*interdependency maps)

Enjoying your job more:

* Finding your professional groove
* Greater work variety
* Heightened productivity (quantity + quality)
* Professional development progress
* Promotion possibilities



**ADVENTURE 19: Dominos** (knock ‘em over)

There’s really not that much to know about dominos, is there? They all look the same except for their dots. Same size, color, weight, and material. They stack the same way and are easy to set up in rows. Kinda boring, actually, except when you accidentally tap the lead domino and down they all go. Cascading dominos are great fun to see: fast and furious, surprising, destructive, unstoppable, smooth and in a groove. Dominos are made to cascade, not to play slow games with! Domino water-falls occasionally show up in the workplace due to lack of teamwork; inadequate planning; supply chain glitches; unclear communication or instructions; even horseplay. But positive, productive, popular work outcomes can also accrue from unchained dominos (productivity in action): greater efficiency; improved protocols; breaking \*precedents; and improved employee motivation/morale. Here’s how:

* **Empowering** productive employees to manage their own work often motivates co-workers to “get their act together” for greater productivity.
* As employees regularly **\*CONtact** those they serve inside and outside the workplace, valuable feedback frequently cascades, as does more productive relationships, greater cooperation, and more profitable future projects.
* **\*CORE** (Communication Organization, REality-orientation) sessions are apt to become increasingly popular and frequent over time, as co-workers knock down more problems and line up more successful performance strategies.
* **Building the job around the employee** opens the gate for pouring floodwaters of new contributions, higher productivity, and innovative ideas.
* **\*Delphi** feedback among co-workers and their constituents quickens the pace of authentic communication, which in turn pushes one employee after another to implement performance-improving constituent ideas and suggestions.
* **Team chat groups** pick up momentum as useful information and ideas flood in, which in turn cascade into new projects, improved processes, and faster-flowing \*concentricity among interdependent constituents.
* When an employee delivers some of the **\*four I AMs** to a productivity partner, it frequently sets off a chain reaction of mutual appreciation among others members of the same project.

Enjoying your job more:

* Creating positive vibes in your part of the organization
* Harnessing progress and new enthusiasm in the workplace
* Nurturing productivity chain reactions
* Seeing progress in action

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwi47eX_hLjSAhXJ0iYKHdLxBNMQjRwIBw&url=http://chocywokydoda.deviantart.com/art/Tumbling-Dominos-193176085&bvm=bv.148441817,d.eWE&psig=AFQjCNFaMuWEyo8ML3tFtfbdimEbgoSMiQ&ust=1488551488413965)

**ADVENTURE 20: Don’t-wanna workplace stress** (career realignment)

The more you are professionally misaligned with the expectations of your organization, the greater your job stress. Maybe you’re in marketing but want to work in HR. Or you face too many judgment calls and not enough “right-answer” assignments. You’re working on commission and they keep raising your sales quota. Maybe you have to please your boss, but you want to be in charge. Perhaps you’ve just been-there-done-that too many times and are professionally burned out. Job stress boils down to your DON’T- WANNA DO or DON’T-WANNA BE stress quotient.

**You don’t want to:** attend so many meetings;preside at meetings; listen to complaints; fight the traffic to and from work every day; lock horns with co-workers;meet with that client anymore; solve problems for so many other co-workers; be responsible! **You don’t want to be**: the person to troubleshoot every darn thing on the job; the go-to person for so many requests; blamed; retrained; in charge; on the run, etcetera, etcetera.

The more you don’t wanna, the more misaligned you are with your job, organization, and professional expectations. It’s not your fault; it’s the ugly work of creeping, cumulative situation changes in your professional and personal lives: creeping evolution of your job responsibilities, organizational expectations, co-worker chemistry, and subtle flux in your personal life. You need job realignment.

Job realignment: (1) Make an informal list of ways your job has evolved over the past 12-24 months; (2) Check off the changes that made your don’t-wanna list; (3) Rank the don’t-wanna changes in order of negativity: (4) Discuss with a close confidant your feelings about the don’t-wannas, noting which ones might be significantly neutralized or eliminated over the next six months.

Consider how the following four strategies might be beneficial in realigning your job/career in a positive direction:

**Job tutoring**: Work informally with members of your \*org-with-an org” and \*concentricity network to scout out possible new job assignments and contributions with potential to positively impact your “wanna-do’s.” Over time, you might be able to replace some of the existing negative job factors with new positive ones, thus realigning your job in a more favorable direction.

**\*Org-within-your-org role make-over**: This is the most fertile zone to pinpoint and experiment with new wanna-do’s and shed existing don’t-wannas. Because your OWO empowers you to mold/shape your own professional contributions, it’s the ideal org niche for you to experiment in--especially if you aspire to a greater leadership role.

**\*Ambidexterity productivity**: If many of your don’t-wannas stem from being in a job description rut, it’s probably time for you to consider \*creating your own job around greater \*ambidexterity: generating more value for constituents you currently aren’t serving inside or outside your organization sphere (see \*creating your own job).

**Tinkering with your \*triangle professional leadingfollowingmanaging ratios**: Jobs take on a new personality when they undergo significant shifts in the call to lead, follow, or manage. Out-of-alignment employees should carefully consider how much they are expected to L, F, and M versus how comfortable they are with these “Big 3” administrative activities. Also, what LFM “ratio” are you comfortable with? What percent of the time are you geared up emotionally and experientially to engage in each of the three? How do you rank order them in your professional comfort zone? Tinkering with LFM ratios could make a big difference, positive or negative, in how you feel about your job/career.

Enjoying your job more:

Appreciating your job and organization more

Increasing your “positivity” at work

Looking forward to work.

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjDspvCh5_TAhUM5YMKHUa0DowQjRwIBw&url=https://autoservicecosts.com/alignment-cost/&bvm=bv.152180690,d.cGw&psig=AFQjCNEuxASTCAQcTCtyZ4LOhUwLmCGwDA&ust=1492091259890267)

**ADVENTURE 21: Feedback with Starbucks** (caffeinated info)

Since so many people drink coffee (especially from Starbucks) at work, why not occasionally create informal feedback synergy during coffee “breaks”? The most “flavorful” professional feedback is the positive kind about workplace successes, happy clients, and project breakthroughs. Coffee time is the time for good news and views. Other venues can be used for negative vibes.

Coffee grounds (positive professional dynamics pertaining to your organization):

* Delivery of the \*four I AMs
* Fun stuff and entertaining fluff about org members
* Nice surprises in the hallways and byways
* Problems solved, breakthrough decisions made, and new plans laid
* Progress, smart changes, and \*vapor trails of success
* What’s currently working well; where it’s working; and why it’s working well

Coffee partners:

* Interdependency partners (those you count on most and vice versa)
* Internal clients you serve
* New employees
* Project partners from other corners of the organizational planet

Coffee klatch ambience:

* Authentic mindset and motives (non-brainwashing)
* No gossip
* Positive reinforcement mindset
* Verified information

Enjoying your job more:

* Adding greater relevancy to your job
* Promoting authentic communication in your \*zone of influence
* Promoting genuine “positivity” in your \*organization-within-your-org
* Sharpening the reality outlook of co-workers

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjMu4CX5brSAhXC6SYKHSnACeoQjRwIBw&url=https://www.pinterest.com/cplrecruitment/coffee-time/&bvm=bv.148747831,d.eWE&psig=AFQjCNGdyEI-mHavla44Ig5ecYzEEw8ULw&ust=1488646081538596)

**ADVENTURE 22: Electric Questions** (shape shifters)

We’re snapped into a different reality zone when electric questions make things look and feel different--a “shape-shifting” experience: What would happen if our organization didn’t exist? What should be happening differently around here? Why isn’t it? What would happen to your constituents if you no longer worked here? How do we define success? If our department budget was increased by a million dollars, what would we spend it on? What’s the most valuable thing our department accomplished in the past year? If your job were phased out, what different job/career would you want to train for?

Electric questions shift the shape of things: “Which clients are most valuable to us”? One company assumed their larger-size clients was the obvious answer to this question. But after investigating the electric question, it was obvious that their smaller clients generated the most profit-shape-shifting reality:

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“What was the most productive change we made in our department last year”?

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjBocyEpMfSAhUE7IMKHUNlD6YQjRwIBw&url=http://southmsart.com/index.php/2016/05/27/june-meeting/&psig=AFQjCNFVU9LHyM7lClQ_uWtvPe97XpWWqg&ust=1489075298807709) [](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiG0syjpcfSAhUE_4MKHabyDdgQjRwIBw&url=http://www.shutterstock.com/pic-479084293/stock-vector-group-chat-logo-design-template-chat-logo-design-concept-vector-illustration.html?src%3Dv9erWAdTdpJZ_k6L4I4ykQ-1-83&psig=AFQjCNF4_zM4Lo3f_nGQT_CWeMNzWg934w&ust=1489075630710164)

Electric questions can shift-shape (via a different brain compartment) significant **workplace actions** (problems, decisions, strategies, changes) into conceptual puzzles: quantitative vs. qualitative outcomes; political cross-currents analysis; legal stratagems; value-added scenarios; probability calculations, etc.

Intellectual electricity can also shift-shape generic scenarios into situationally-specific tactics: one-on-one sales > blanket advertising; teamwork > solitary work; empowerment > set protocols; informal shadowing > formal training, etc.

So go electric when:

* Morale is status quo blah
* Old problems persistently persist
* Performance slacks and drags
* Routine becomes routine
* Unprecedented decisions suddenly appear

Enjoying your job more:

* Clearing the status quo deck
* Quick progress U-turn
* Rearranging reality effortlessly
* Refreshing your professional perception

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**ADVENTURE 23: Empowe-ring** (The can-do zoo)

Organizations are held together and coordinated by visible and invisible rings which surround and hem employees in: offices and desks; parking lots; job descriptions; pay scales; hallways; elevators; performance evaluation forms; rules/regulations/policies, etc. Some rings carry stings: time clocks; tight budgets; and mandatory meetings. Others rings provide wings, like employee empowerment: managing your own work; choosing some of your assignments and clients; flexibility of work hours and locations, etc. Most of the rings-with-wings are invisible--they empower us to act on our own on behalf of others.

Empowered employees always wear an invisible “wedding” ring, signaling their loyalty to the organization mission, its clients, and fellow employees. The empowe-**ring** becomes visible in each professional’s \*organization-within-the-organization (OWO), the foundational support system built on interdependency with other organization members (where me evolves into We).

The empower-ring stays visible as long as OWO members:

* Cooperate more than compete with one another.
* Hold each other accountable for OWO contributions.
* Put clients before profit.
* Rely on teamwork more than individual work.
* Share the same service mission.
* Synergize their individual professional talents and skills.

Empowe-ring formulas:

* Decision-making and problem-solving savvy is empowered by pro-development (been there-done that)
* Information is empowered by \*counterintuitive thinking
* Managing your own work is empowered by OWO backup
* Personal-professional life balance is empowered by flex-time
* Team-building is empowerment by \*triangle professionals

Enjoying your job more:

* Group progress stimulation
* Less heavy lifting for productivity
* Owning more of your job and contributions
* Ring around the rosy

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwik167pusfSAhVSw2MKHYYyCKMQjRwIBw&url=http://blog.contactcenterpipeline.com/2015/05/empowered-agents-a-key-to-customer-satisfaction/&psig=AFQjCNGavE3uy1yPTSK7s2-rrIZqAVquAA&ust=1489081341448778)

**ADVENTURE 24: Erroneous zone zombies** (weeding the garden of misunderstanding)

Erroneous zones exist where dis-information thrives in the workplace, muddling our thinking, warping our perception, and de-railing our actions. Erroneous zones are nourished on gossip, internal politics, top-down communication hedging, and employee hesitancy to ask superiors for facts. Those who turn off their brains in the erroneous zone are easily-manipulated, gullible zombies. Zombies believe that “Justin got fired for losing his ID card.” (Justin actually went back to college to finish his degree.) Another zombie griped to his buddies, “We gotta get permission from the supervisor to take a bathroom break.” (Permission was needed to leave the facility on a smoking break). Another EZZ gossiped: “I heard that the FBI may be investigating us for doing business with corrupt foreign officials.” (The company had been notified that one of its competitors was under investigation for corruption.) EZZs rarely intend to misinform others, but their naïve confidence in dis-information can quickly turn a transparent workplace murky.

EZZs undermine authentic communication when they:

* Assume the worst about rumors
* Believe anything they hear repeatedly
* Never challenge what they hear
* Pass along information they haven’t checked out
* Use misinformation in arguing with other misinformed people

Want to stamp out dis-information in your \*zone of influence? Then, BE A HERO: rescue org zombies via the 5WH facturacy technique:

* WHAT piece of info do you feel is inaccurate, and what do suspect is really accurate?
* WHY do you suspect its inaccuracy?
* WHO supposedly communicated this info? WHO might know what is accurate and correct?
* WHERE AND WHEN did the communication occur?
* HOW can you communicate facturacy?

Once you feel facturacy has been attained, contact the most appropriate sector of your organization (HR, newsletter, etc.) to pass along the correct information via a newsletter, email, or meeting. If the factuary affects only your \*org-within-an-org, simply email the correct version to each OWO member.

Enjoying your job more:

* Working the gossip/rumor/zombie patrol
* Returning to reality
* Striking a blow for truth
* Taking out the info garbage

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjvhZGk1sfSAhUT0IMKHWKECi0QjRwIBw&url=http://officezombies.tumblr.com/&bvm=bv.149093890,d.cGc&psig=AFQjCNG0F7XKXrQbfd873QXhoFskrDk0KQ&ust=1489088801077029)

**ADVENTURE 25: Fact-feeling dialectic** (resolving conflict with a matador’s cape)

Conflict issues won’t be resolved if they short-circuit full human wiring (intellect + emotions). Matadors use a cape to protect themselves from the bull, who thinks the cape is part of the matador. The F-F dialectic is a simple strategy for neutralizing (a la the matador’s cape) interpersonal conflict (the sharing bull) through facilitating a dialogue that alternates between the dialectic (opposite points of view) of sharing facts (cool conflict objective information) versus feelings (hot conflict subjective emotions) → factsFEELINGSfactsFEELINGS.

Wave the cape by alternating questions such as:

* “How will others feel about that?” (feeling)
* “What do you know about…” (fact)
* “What do you think we should do?” (fact)
* “What’s your reaction to that?” (feeling)

This informal, dual-horned approach can be used one-on-one or in a group setting. It isn’t a “sure cure” for conflict, but it works much better than simply “arguing it out.” As the dialog gradually unfolds, the facilitator should encourage the participants with these three change-related realities:

* Change enacted through a negative process is usually worse than no change at all.
* Delay decision-making until emotions have settled down.
* Employee feelings usually change over time.
* Strive to generate good feelings about HOW decisions are made via an authentic participative process.

Enjoying your job more:

* Building a more harmonious future
* Permanently getting rid of pesky problems
* Restoring office tranquility
* Taming the charging bull



**ADVENTURE 26: The 4 I AMs** (I am productive, appreciated, needed, and unique)

Our deepest professional needs are to feel productive, appreciated, needed, and unique. “PANU” can’t be bought or satisfied with $$$, which doesn’t validate our importance to others (professional pride) or to ourselves (self-esteem). We thus depend on OTHERS, a workplace community, to satisfy most of our professional needs. And community is built by verbally recognizing the authentic contributions of co-workers.

We inwardly yearn for the 4 I AMs because:

* Many organizations overlook our contributions, since “that’s what we pay you for.”
* Of our ideals
* Recognition builds our self-esteem and joy of living.
* We need professional praise, not just a paycheck.
* WE want to be liked and respected by our co-workers.

The big-four 4 I AMs workplace generators:

* Building individualized (\*empowe-ring) jobs around org members
* Interaction with clients
* WE pods (employee-constituent partnerships)
* Work interdependency

A+ reasons for delivering the 4 I AMs:

* Improving the status quo
* Innovative contributions
* Mentoring or coaching
* Resolving conflicts
* Team building
* Voluntary service or sacrifice

The best ways to deliver the 4 I AMs to a deserving co-worker:

* In person
* Informally/relaxed/low key
* Noting specific positive behaviors
* On-the-spot
* Soon after the fact
* Verbally

Enjoying your job more:

* Appreciating the good guys/gals
* Getting beyond the dollar signs
* Quiet riot
* Rewarding competence

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiAqvD5hcjSAhXI5IMKHSNwBHUQjRwIBw&url=http://www.immunotec.com/IRL/Public/en/USA/opportunity_recognition.wcp&bvm=bv.149093890,d.cGc&psig=AFQjCNFzCJKf8-CrrM7g6VY7KBmWhUQjBQ&ust=1489101555346754)

**ADVENTURE 27: Gapitis** (patching potholes in your job neighborhood)

Like old houses, most organizations have leaks, squeaks, cracks, and gaps. But unlike houses, most organizational wear is invisible:

* Communication/coordination gaps between higher and lower employee zones
* Employee awareness gaps regarding org current events, future plans, and competitive strategies
* Gaps in communications and operational connections between departments
* Poor awareness of org clients and other external constituents
* Rivalry/jealousy gaps between departments, projects, and powersaurs

Gapitus is an org disease caught from:

* Corner-cutting competitive practices
* Employees relying on grapevine gossip to anticipate what their secretive org is really up to
* Employees who don’t speak up about fixable operations problems
* Getting along by going along
* Insensitive or incompetent bosses who demotivate employees
* Non-participative decision-making
* Org powersaurs ruling in secrecy and one-way communication

When an org is diagnosed with a bad case of gapitis, the most effective medicine must be taken at the grassroots level of \*organizations-within-the-organization: informal teams connected by empowered employees who manage their own work. OWOs take care of their own business because it’s so personalized--a home base for career success. The rest of the organization is more impersonal, distant, and controlled than OWOs.

Renewal is bottom-up, not top-down.

OWOs close operational gaps by:

* Communicating transparently
* Empowering members to act as one team entity with a common goal: group success via individualized cooperation
* Internalizing a common, evolving WE agenda
* Work success interdependencies: For me to be successful, WE must first be successful. I can’t do my job unless you do your job.

Enjoying your job more:

* Empowerment by interdependency
* Shared management: personal + team work
* Teamwork = the antidote for gapitis.
* Working with/for people on a shared mission



**ADVENTURE 28: GPSing** (sighting group productivity sites in your organization)

Global Positioning Systems can help you locate a street or address, but only **G**roup **P**roductivity **S**ites in an organization can capture success and export it to other sites in the organization for mutual benefit. Group Productivity Sites are an oasis of high quality productivity in every organization…shaped mostly by employees themselves…through self-managed teamwork…driven by professional pride and experience. GPSs may differ according to the type of work done, but they are similar in pursuing the 3 Cs: group **C**oordination; group **C**ommunication; and group **C**ooperation.

GPS members coordinate themselves by:

* Digital calendars
* Every-employee-a-manager commitment
* Individualized job niche/contributions statements
* Shared quality standards
* Staying informed of the GPS big picture

GPS members communicate by:

* Brainstorming sessions
* Chat group online
* Eating lunch together
* Regular \*CORE sessions
* Texting and emailing

GPS members cooperate by:

* Keeping their daily dig-calendar real time as much as possible
* Offering solutions rather than complaints
* Pursuing continuous professional development
* Sacrificing when necessary
* Volunteering their skills wherever needed

GPS members export themselves to other areas of the organization by:

* Lending out their \*ambidextrous members as consultants to interested areas of the org
* Making qualified members available to work on intra-organizational projects
* Sharing their \*decision-action chains records throughout any interested part of the organization
* Sharing their 3C techniques in an org newsletter or website

Enjoying your work more:

* Being surrounded by experience
* Cooperative, shared success
* Natural professional development
* Sharing, caring, daring

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiylo6zm8rSAhWrx4MKHUIwCCIQjRwIBw&url=https://www.123rf.com/photo_58724880_stock-vector-construction-engineering-industrial-workers-project-manager-vector-civil-engineer-architect-and-cons.html&bvm=bv.149093890,d.cGw&psig=AFQjCNEF8Hcx9NGqh6-0CScztLRDJvGguQ&ust=1489176074148674)

**ADVENTURE 29: Grafting co-workers** (planting productivity trees)

Job grafting involves transplanting the professional skills and productive capabilities from experienced organization members to those in a learning mode via: coaching, mentoring, influencing, teaming, and consulting. Good grafting candidates are experiential (not book) learners; hungry for pro development; open-minded; and service-minded

**Coaching**: Knowing how to do a certain productive procedure; showing the learner how it’s done step-by-step, piece-by-piece; going to the learner’s job site to observe, critique, and positively reinforce; growing the learner’s competence, confidence, and contributions

**Mentoring**: Attending important org meetings with your mentor; career focus > job focus (coaching); confirmation feedback on your sense of reality, professional-positives, wonderings, and hopes; developing people professionally through a personal relationship + confirmation; mutual magnetic pull (“You remind me of myself.”); occasionally filling in for your mentor; shadowing your mentor;

wisdom > info

**Influencing**: Informally convincing others to voluntarily back your agenda via a personal relationship; transparent, authentic communication; focus on WE > me; giving credit instead of taking credit

**Teaming**: Me → We → Us; communication/coordinating/cooperating; internalization of the WE mission; voluntary service/ sacrifice

**Consulting**: Coaching co-workers on achieving success through skill-grafting

Enjoying your job more:

* Helping many ships to sail
* Planting new trees and watching them grow
* Sharing what you do best
* Using your skills and experience twice: once for you; twice for others

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwijldPuosrSAhVn0YMKHcWHDfkQjRwIBw&url=http://www.instructables.com/id/Whip-Grafting/&psig=AFQjCNF1Rw_dnZ2uIrEnG-q1zAJPF-JZxQ&ust=1489177971025990)

**ADVENTURE 30: Holistic workplace** (two-faced space)

In the new 21st century digital holism org culture, you bring two people to work: the personal you + the professional you. Your (digital) world is in your pocket or purse. So work in the 21st century has to be socially holistic: professional and personal simultaneously. But because of two-headed employees, the 21st century workplace can’t be process holistic: doing work efficiently in a highly-organized, focused manner. Our lives are “bio-blended.” It’s personalprofessional (P/P) everywhere we go. The holistic workplace is all about:

* Frequent pro + personal digital interruptions of the work flow: P/P emailing, texting, surfing, IPODing,
* Juggling multiple pro + personal projects: team digital calendars; time overloading; real-time scheduling
* Mixing work, leisure, friends, co-workers, family, meetings, and recreation into a blended recipe of 24/7 life; social media-ing

And the holisitic/blended unisex workplace (accommodating both male and female work/career styles) has also arrived in the 21st century, bringing additional wrinkles into the workplace:

* Discontinuing generic job descriptions to build jobs around the unique needs of individual employees
* Flex org cultures to accommodate personalprofessional blending: flex hours; flex-place; flex benefits
* Rewarding both competitiveness and cooperation in the workplace
* Self-managed, self-selected project teams

Well-blended, holistic employees:

* Are 5WH flexible: What they work on; Who they work with; When they work; Where the work; Why they work; How they work
* Focus on work effectiveness (quality) > work efficiency (quantity)
* Know when to cooperate, communicate, and compromise
* Maintain high transparency to co-workers via real time digital calendaring
* Thrive on self-management and work empowerment

The following job adventure topics provide perspective on surviving and thriving in the holistic/blended workplace: Contributions Assessment REports; counterintuitive innovative thinking; creating your own job; discovering yourself professionally; empowe-ring; My Expectations; org-within-an-org; red and blue organizations; WEpods

Enjoying your job more:

* Flex-power
* Less stress
* Lifestyle holism
* More options

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiA76qMrczSAhUE4YMKHZUIBWkQjRwIBw&url=http://spruce.it/noise/highly-flexible-layouts-using-acf-flexible-content-fields-repeater-fields/&bvm=bv.149093890,d.cGc&psig=AFQjCNFaGko-Vn7hAGBy7FOjwB1t__7Cxg&ust=1489249490969826)

**ADVENTURE 31: Hot vs. cool conflict** (Don’t get personal!)

Conflict quik:

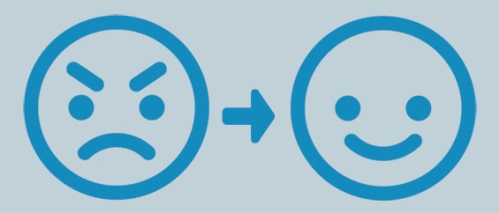
* Coolcon = thinking/analysis point of view: info-facts, thoughts, reasoning, friendly debate, influence, the future
* Hotcon = personalities, emotions, agendas, feuds, grudges, insults, power, the past
* The #1 strategy of conflict containment is to convert hot conflict to cool.
* The #1 goal of resolving conflict is to turn the whole process into something positive.

Converting hotcon to coolcon:

* **What**: Use the anonymous \*Delphi feedback technique to gather factual information about the conflict before formally dealing with it in an organized way.
* **Why**: Establish objective information about conflict issues to set the table for a future objective discussion.
* **Who**: Delphi everyone directly involved in the conflict resolution process to defuse emotions in advance, and obtain holistic information/perspectives.
* **How:** Via the Delphi process, showcase existing conflict-related facts/information which the Delphi process has already provided, thus focusing the future meeting on conflict solutions, rather than on presenting and sifting through information.
* **When**: To further simmer emotions, hold the conflict discussion session about a week after completion of the Delphi process.
* **How** to facilitate the meeting: see \*fact-feeling dialectic.
* Turn the conflict into something positive via \*outside-the-box mapping; \*gapitis; \*odd pods; \*zone of interdependencies.

Enjoying your job more:

* Organizing the conflict process to make it objective > subjective.
* Taking the sting (human damage) out of conflict
* Using group dynamics to put conflict into a positive perspective
* Utilizing participative management for positive outcomes

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjP0orewszSAhUr0oMKHQMHCPUQjRwIBw&url=http://springmarketing.co.uk/2015/10/player-hatin-transforming-online-negativty-in-postive-brand-loyalty-how-negative-comments-online-can-actually-work-in-your-business-favour/&bvm=bv.149093890,d.cGc&psig=AFQjCNGwxtOO9FknlxNFBp0iOLXyvkt8fA&ust=1489255317509371)

**ADVENTURE 32: Ice Cubes** (cool change)

When we want ice tea, we reach for ice cubes rather than big blocks of ice. Organizations would be smart to do likewise. Ice cubes are much cheaper than ice blocks, quicker to melt, and handier. The ice cubes approach to change undertakes small experimental changes in one area of the org as a pilot test for more extensive and effective future org-wide changes. When it comes to complex organizations, small change (departments, project groups, client group, etc.) is better than all-change because:

* Experimenting with change at the grass roots org level is a good indicator of how employees throughout the org are likely to react.
* Learning from mistakes takes less of a toll.
* Grass roots results/outcomes are concrete, rather than speculative, and easier to measure than King Kong change.
* Feedback from those affected by the ice cube melting is easier to collect, quicker to interpret, and less political.

Melting ice cubes:

* \*Delphi change-group feedback system
* Considering use of the \*sunset change approach (option to rescind the change after its implementation)
* Fun reward for participating: a change T-shirt; free lunch; group trip to a theme park; Starbucks gift card; etc.
* Open, transparent communication (including regular \*CORE sessions) to empower employees to participate in the change process.

\*Triangular change management (leadingfollowingmanaging):

* Lead change by generating group participation, feedback, and enthusiasm.
* Follow by listening, cooperating, compromising, and changing the change process as needed.
* Manage by coordinating, clarifying, organizing, documenting, and concluding.

Enjoying your job more:

* Buffeting the status quo
* Deepening professional relationships
* Furthering organization progress
* Two-way professional development: me + we

[](http://www.doctorshealthpress.com/food-and-nutrition-articles/is-eating-ice-bad-for-you)

**ADVENTURE 33: Interdependency maps** (professional owls: who, who, who)

**#1 Group overall map**

|  |  |  |  |
| --- | --- | --- | --- |
| People inside your org you depend on most: (listed in order of overall importance to you) | What you depend on them for: | People outside your org. you depend on most:  (listed in order of overall importance) | What you depend on them for: |
| (Add rows as needed.) |  |  |  |

**#2 Individualized detailed maps** describing the nature of your interdependencies

**Who:**

|  |  |  |
| --- | --- | --- |
| Interdep | Description | 1-5 level of interdep |
| What |  |  |
| Why |  |  |
| How |  |  |
| When |  |  |
| Where |  |  |
| **TOTAL** |  |  |

**#3 Interdependency rankings** (highest to lowest)

|  |  |
| --- | --- |
| Co-worker name | Interdep score from #2 above |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Making your job more enjoyable:

* **Map #1** surveys the breadth of your pro interdependencies
* **Map #2** describes the depth of these pro interdependencies
* **Map #3** discloses who your most productive work partners are

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwidpPKV7MzSAhUK24MKHWjbAUcQjRwIBw&url=http://www.ministryinsights.com/ways-certified-practitioner-you-part-2/&bvm=bv.149093890,d.cGc&psig=AFQjCNENL48wYDd7HfE-MOLpeTttIZJA4Q&ust=1489266465601559)

**ADVENTURE 34: InterFACEs and WAVE lengths** (bumping into your organization)

Where do employees meet their organization? Physically, the org-human interface is fairly simple: an office, a product, technology, paperwork, paychecks…and people. But psychological interfaces are a bit more complex: job services provided; job stress; org politics; change; conflict; teamwork; and the \*psychological contract. And then there are the organization’s mission/goals/priorities, connected by an invisible wavelength between org and members. But how strong of a connection? Are employees dialed in to the wavelength of W.O.R.K. radio, or to M.E. radio?

Getting employees to tune in to W.O.R.K. radio:

#1. Positive org-employee interfaces:

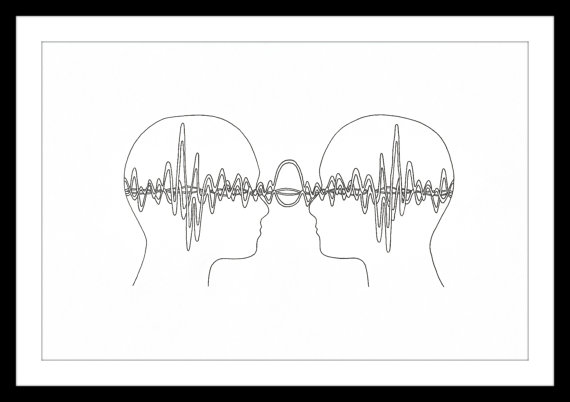
* Job enjoyment via: \*niche-picking, \*pro ambidexterity, and the \*4 I AMs
* Org supportiveness via: \*empowerment + \*holistic workplace + \*zones of interdependencies
* Service mentality via: \*CON-tact + \*WE pods + \*TEam coNTributions

#2. Connected wavelengths:

* Mission internalization via: \*buying and selling abstractions + \*marrying your organization + \*concentricity
* Teamwork via: \*orgs-within-an-orgs + \*interdependency maps + \*interFACEs and WAVElengths
* Operations synergies via: \*decision-action chains + \*dominos + \*straight A organizations

Enjoying your work more:

* Cooperative, coordinated, creative productivity
* Experiencing \*tornado teamwork
* Surfing in productivity grooves
* Tuned-in to success

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwihybXj2tHSAhVp4YMKHVw8DZ8QjRwIBw&url=https://www.etsy.com/listing/105080874/black-and-white-art-print-on-the-same&bvm=bv.149397726,d.cGc&psig=AFQjCNFaXb0okHGPaqNRMQ2sQFyhMgTAkw&ust=1489433476380919)

**ADVENTURE 35: Judgment-call city** (when there’s no right answer)

In judgment call city, right answers, certainty, rules, routines, formulas, and black/white are replaced by shades of gray, pro experience, org politics reality zones, and subjective agendas. Judgment calls are more art than science, and more qualitative than quantitative. Judgment-call city can be a tough place to live, especially if you’re a right-answer technician. But…

JCs can be fun, even exhilarating, because they invite:

* Breaking/making \*preceDENTs
* Creative thinking
* Looking forward to future progress
* Moving forward instead of getting stuck in the past
* Partnerships between minds
* Positive thinking
* Teamwork
* Using what you already know and have experienced

JCs create enjoyable professional adventures:

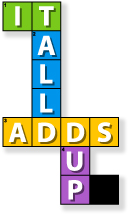
* Asking people instead of telling people
* Breaking outmoded precedents by creating new ones
* Exploring for intriguing information
* Interacting > analyzing
* Pulling a rabbit out of a hat
* Solving an old org problem in a new way

JC made simple:

**Collaborate → Innovate → Demonstrate → Administrate→ Congratulate**

Enjoying your job more:

* Experiencing the value of experience
* Exploring new horizons
* Forward momentum
* Maturing as a professional

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjYh6uf8NHSAhVCw4MKHYlGAZwQjRwIBw&url=http://www.educationworld.com/a_lesson/italladdsup/italladdsup001.shtml&bvm=bv.149397726,d.cGc&psig=AFQjCNGXQNqC0kN6raZjHlVDmrkThIBaZA&ust=1489439336906793)

**ADVENTURE 36: Keys to the community** (opening the door of community service)

What would your department or \*organization-within-an-organization do with 50 uncut keys? Simple: give them away to deserving people. But who deserves a useless key? Someone who has been useful to you professionally: a co-worker, boss, client, technician, maintenance person, analyst, executive, you name it. But what’s the good of giving them a key that won’t open anything? Simple: That key, along with 49 more, will help someone in your organization or local community via staging a simple key auction:

Key steps to community service:

1. Each org “unit” (department, \*organization-within-an-organization, etc.) that wishes to participate in the annual key community drive raises money (any way it chooses) to help fund the organization’s annual holiday season gift to the community.
2. 50 “blank” keys are purchased by each participating org unit and placed in a “community” box (containing a spiral notebook, pen, and key jar).
3. Anyone in your department or OWO can pull a key from the box to present to some constituent (client inside or outside the organization) who deserves recognition for unusually good professional service of some kind.
4. The key giver logs the receiver’s name into the spiral notebook and describes the professional service deed rendered.
5. The giver then personally presents the key to the receiver as a token of appreciation. Each employee in the organizational unit can bestow up to 3 keys annually to 3 different constituents (until the keys run out).
6. Towards the end of the calendar year, employees from the org unit may record in the key box notebook the name of one needy person or family within the local community, along with a description of the need.
7. Within each participating org unit, each key giver/receiver partnership then writes down in the key notebook which needy person or family they feel most deserves a helping hand. The person or family receiving the most recommendations is chosen to receive that particular org unit’s holiday season gift. In case of a “voting” tie, all employees in the org unit vote to determine the community gift recipient.
8. Funds previously raised by each participating org unit determine the type of gift purchased. Members of each giving org unit are encouraged to meet the designated recipient(s) in person when they gift is presented. Appropriate organization members can be designated to document and communicate the overall proceedings of the keys to the community program sometime before Christmas Eve.

Enjoying your job more:

* Delivering the \*four I AMs to those chosen to receive keys for their pro service
* Getting better acquainted with workplace constituents
* Giving back to the community
* Morale-building
* Supporting the ideal of pro service

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwih58Lk2dbSAhVH_4MKHd2dAOUQjRwIBw&url=http://swiftlocksmiths.co.uk/reading/&psig=AFQjCNEUEHHFehnYBgYrj0G6kfD_r8jGGw&ust=1489605137207922)

**ADVENTURE 37: Lego Organizations:** (success symbols)

Legos are world famous for their complex simplicity: one standardized brick after another, they’re stackable and packable into an infinite number of shapes and designs you creatively invent. They also work in the workplace. Individual Lego pieces can represent the key elements shaping and driving success in your productivity patch: co-workers, clients, professional skills, value-added, projects, departments, teams, suppliers, global markets, competitors, etc. For almost anything your mind can conjure up, Legos can help you design a way to envision it; discuss it; organize it; alter it; sell it; and manipulate it.

|  |  |
| --- | --- |
| **SAMPLE LEGO ORG DESIGNS** | **ORG SUCCESS SYMBOLS** |
| Box (4-sided) | People + goal + plan + technology = 4-sided success |
| Bridge | Employees from multiple org departments crossing over to the same mission |
| Castle | Protected trade secrets; self-sufficient operations; guarded technology; moat of legal protection |
| Dam | The productive power of pooled resources |
| Hallways | Portals to professional productivity |
| Office | Employee niches of talent, expertise, and interaction |
| Race track | Out-running competitors; being first to market a product; cracking the whip on behind-schedule workers |
| Railroad tracks | Well-developed avenues to clients, investors, suppliers, distributors, financers, and transporters |
| Robot | Programmed success via training, technology, advertising, and financing |
| Stairs | Marketing expansion; steady pay increases; professional development; escalation of employee mission commitment; excelling teamwork; stronger value stream productivity currents |
| Tower | Launch pad for high-potential products, projects, clients, innovations |
| Walkway | Employee interdependency route; detour to change; segue to new relationships |
| Wall | Control systems: budgets, job descriptions, meeting agendas, patents, passwords |
| Windows | Sighting new clients and competitors; authentic communication; financial reports; project blueprints and plans |

Lego Olympics:

* Contest for conjecturing the most meaningful symbols suggested by a completed Lego workplace design
* Contest to see who can be the first to identify the symbolic meaning of org success Legos being put together on the spot
* Employees or employee teams compete for the most teachable Lego symbolic designs
* Encourage work groups to design an original Lego team symbol

Enjoying your job more:

* Approaching success artistically
* Crystalizing productive thinking in a creative way
* Making meetings more interesting and memorable
* Using your hands to convey professional ideas and motifs

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwik1Ne-x9TSAhWF1IMKHTgCB1MQjRwIBw&url=https://betanews.com/2014/09/25/building-your-own-financial-services-with-financial-lego-apis/&bvm=bv.149397726,d.cGc&psig=AFQjCNEaqKdl31Ry-hIJOya9fxhEynM5Mw&ust=1489531426457349)

**ADVENTURE 38: Marrying Your Organization** (engagement time)

Notice how career development bears an uncanny resemblance to the marriage cycle:

Stage 1: Dating An Organization: Learning how the org system (how to play the game) works and then becoming part of the system

Stage 2. Going Steady: Dating regularly with the same employer and co-workers; co-workers begin to rely on you and you on them.

Stage 3. Getting Engaged To Your Company: Taking on significantly more company responsibility and accountability in your job

Stage 4. Marrying Your Company: Creating value for external org clients

Stage 5. Having Children: Responsibility for the work and success of others → org family

Each of the 5 stages is chock full of experiences that help you enjoy your job more during that career phase:

* Dating: Integrating yourself into the org community; figuring out the productivity game plan
* Going steady: Developing your career via workplace partnerships and networking with others who can help your career
* Engagement: Career stability; being needed professionally; awaiting good things in the future
* Marrying: Career maturity; creating top value for your employer; max your \*ambidextrous pro skills and contributions
* Having children: Helping build the careers of others; mentoring; supervising and advising

Enjoying your job more:

* Avoiding career stagnation
* Creating ever-increasing value to those your professionally serve
* Getting the most out of every phase of your career
* Increasing the depth and breadth of your organizational contributions



**ADVENTURE 39: Mean-toring** (in visible pursuit)

#1. “Yvette, try to figure out what we need to do to get the Atlanta supplier to come though earlier this quarter. Chris says his approach last time didn’t work out like we planned.” (33 words; 3 vague phrases)

#2. “We’re gonna take a look at three applicants sometime today to see whether we should hire one or two of them. Since Nicky went part-time, we’re getting behind, but maybe she’ll bounce back soon enough to get along with just one more full-timer. Why don’t you talk with Rich pretty soon if you can.” (54 words; 4 vague phrases)

#3. “The copier paper will cost less because it lasts longer now, so please change the budget.” (16 words; 3 vague phrases)

Clear-as-mud hallway shout-outs, like the 3 above, are banana peels on the office floor. How much time is wasted and nerves jangled every day in every organization by vague exchanges between employees on-the-fly? “Mean-toring” is a simple form of employee mentoring based on the use of clear-cut action words and verbs (not vague verbalizing). Mean-toring cuts a clear-cut productivity path that leads co-workers to assignment success. The path doesn’t meander or dead end through its use of clear-cut (just the right amount of accurate information) action (mission fulfillment) points.

The mean-toring versions of 1-2-3-above:

#1. “Yvette, please phone Atlantis software this afternoon to email us software package #54C no later than April 15.” (18 words; 2 clear-cut action points)

#2: “When you interview the three new applicants today, be sure to ask them if they would accept part-time work.” (20 words; 1 clear-cut action point)

#3: “Please reduce our quarterly copier budget 25%, since the new copier paper we’re using has been discounted 25%.” (16 words; 1 clear-cut action point)

The mean-toring path is: Secure Seen Shaped Short Simple Slow Smooth Solid Spare Straight Structured Suitable Supported Synchronized = 14 ways to Successfully mentor co-workers as they:

Sacrifice for a good cause; Sail through an assignment; Salvage something positive from a mistake; Sample change; Satisfy operational standards; Saturate co-workers in operational details; Schedule their time efficiently; Score with an innovative idea; Scrap failed plans; Search for something better than the status quo; Secure a highly promising new employee; See a better way; Seize the moment to progress; Sell others on compromise; Send out leadership Signs; Sense pay dirt; Serve clients; Set out on different turf; Settle a conflict; Sharpen your analysis; Shoot for new breakthroughs; Shoulder more responsibility; Sight a new opportunity; Signal when to take action; Speak out for what you believe in; Spot success from afar; Standardize the best; Start projects; State the non-obvious; Stay around successful people; Steal time; Stick with a winning plan; Strategize competitive tactics; Study a different option; Suit others; Suspend a bad rule; Synergize resources to add more value.

Enjoying your job more:

* Communicating clearly, concisely, and carefully
* Increasing interpersonal productivity
* Mastering communication flow
* Mentoring co-workers to clear-cut success
* Saving time, stress, and confusion

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjL0PW9jdfSAhXC8YMKHbY-AFYQjRwIBw&url=http://www.new-muslims.info/featured/straight-path-follow/&bvm=bv.149397726,d.cGc&psig=AFQjCNHVoMYqCZFQ1PYIMWgpo3rnlwpXyw&ust=1489618997240036)

**JOB ADVENTURE 40: Modificationment** (management made simple)

Modifying is managing is modifying.

Modifying: imperfect goals; counterproductive rules; inefficient processes; botched outcomes; false starts; miscommunication; the status quo; incomplete decisions; murky perceptions

So-so → OK → Good → Excellent → Outstanding → Exceptional → Gosh darn great!

Modificationment is: trimming a bush or beard; cooking; calling football plays; translating a language; editing a message; training a new employee; investing in the stock market; selling a product; negotiating a deal

Examples of workplace transformational modificationment:

* Chat group meetings → sudden outbreak of innovative ideas
* Employee empowerment → brand new contributions
* Flex-work hours → reduced employee “bureaucratic” stress
* Org-within-an-org teamwork → surge in self-managed teamwork
* Skills training → expanded professional ambidexterity

Modificationment grit and savvy:

* Employee modifications must help, not hinder, employee freedom/empowerment.
* In the short run, less is better than more.
* Get continuous feedback to know when good enough is really not good enough.
* Modificationers must resemble doctors: have lots of patience.
* Modify goals just as often as work processes.
* Modify your modificationment style at least once a year.
* Perfectionists make poor modificationers.
* Stretch modification chains (one improvement leads to another) as far and long as possible.
* Grumpy people tend to be good modificationers because they don’t like the status quo.
* Ya’ can’t modificationize unless you’re out there with the people at work.

Enjoying your work more:

* Modificationizers are often heroes of the workplace.
* Modifying is the wand of continuous improvement and progress.
* Modifying refreshes the workplace with small breezes.

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjI4O-D1rjTAhWGMGMKHZevDbEQjRwIBw&url=https://educationcloset.com/2015/01/22/steam-leadership-making-adjustments-to-your-professional-development-plan/&psig=AFQjCNFGhc-CIcvoqfkPX9FhiMc4cx_p_w&ust=1492971327134753)

**JOB ADVENTURE 41: Manyvation** (the group dynamics of employee motivation)

Money is the standard motivator in most organizations, because it pays for most human needs: food and shelter; security; entertainment; status; and health. It’s pretty hard for organization’s to outdo moneyvation as a way to get people to work hard to profit their org. But the “people-pushers” sprinkled throughout organizations can’t open the money spigots, so moneyvation is a flimsy tool for them to use. 98% of employees are looking for more $$$ controlled by the remaining 2%--not a good set-up for revving up employees in the trenches. Fortunately, group dynamics (manyvation) is strong rocket fuel for launching the 98% into productivity orbit. Moneyvation never disappears from view as the go-to motivator, but manyvation is nevertheless potent.

The manyvation formula:

* Manyvation = being motivated by personal and professional interactions with co-workers
* Group dynamics = how workplace interactions affects your individual job behavior, thus making you a somewhat different person than when working alone
* The manyvation group dynamics motivation 4-segment formula: peer pressure to conform + status/reputation among co-workers + interpersonal competitiveness within the work group + your need for acceptance

Putting manyvation to work in productive/positive ways:

Peer pressure to conform:

* Engage in \*counterintuitive innovative thinking
* Establish \*Empowe-rings
* Use \*contributions assessment reports to define unique work roles for individual members

Status/reputation among co-workers:

* Circulate the \*4 I AMs
* \*Count the surfboards
* \*Graft co-workers

Interpersonal competitiveness within the work group:

* Engage in \*CONtact
* \*Interdependency maps
* \*Niche-picking
* \*Team balance sheets

Your need for acceptance:

* \*Concentricity formation
* \*Discovering yourself professionally
* \*Org-with-an-org
* \*Setting-the table leadership

Enjoying your job more:

* Experiencing the rewards and hyper-productivity of teams
* Mastering group dynamics
* Working through others

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiA5daiu9nSAhWhzIMKHWMNBdIQjRwIBw&url=http://www.premioceleste.it/opera/ido:22129/&bvm=bv.149397726,d.cGc&psig=AFQjCNFEg4gbJOhHWrwxFPXiXGY0sESO-g&ust=1489699995531705)

**JOB ADVENTURE 42: Moving After Progress--MAPs** (derive, drive, arrive)

Moving After Progress mapping takes a \*WE pod group-consensus approach to future interdependency productivity. The following 4 packages of topics/subtopics provide team members with fresh eyes and ears to systematically assess where the team has been and where WE want to head in the future.

#1 ASSESSING OUR PAST STRATEGICALLY

* The 3 most important team events over the past 12 months:
* The 3 biggest team problems/challenges over the past 12 months:

# Your most important external team contacts:

* Unexpected events or outcomes in your team over the past 3 years:
* The next 3 “gambles on success” your team needs to take:
* How have your clients changed over the past 3 years?
* Topics most wished about in the team over the past 3 years:

**#2 AT OUR CORE**

* Our ideals:
* Our priorities:
* Our challenges:

**#3 KNOWING OURSELVES**

* Our strengths:
* Our weaknesses:
* Our opportunities:
* Our threats:

**#4 CHARTING A NEW COURSE**

* New roads we want to explore:
* Bad traffic to avoid:
* How to get there:

Enjoying your job more:

* A \*WE \*concentricity approach to team success
* A cooperation > conflict planning approach
* Making the future happen instead of waiting for it to happen
* Participating in shaping your own professional future

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjO-dnUkdvSAhUFKyYKHd72C6QQjRwIBw&url=http://www.smurfitkappa.com/vHome/ch-de/Newsroom/PressReleases/Seiten/Smurfit-Kappa-set-to-Open-the-future.aspx&bvm=bv.149397726,d.eWE&psig=AFQjCNE-v-WOF1I6kf8oaFVhdtEjujT_NQ&ust=1489757373130131)**JOB ADVENTURE 43: My Expectations (ME)** (launching the team rocket)

The 4 bullets below point toward a simple, efficient approach for connecting specific team member contributions to the team mission; active participation of members in shaping their contributions; clarifying the big picture of who does what for clients served; building the job around team members; and facilitating the

me → WE transition for new members

* These are the primary roles I would like to hold on my team:
* These are the main contributions I want to contribute to my team and its clients:
* Here is how I hope my team can help me perform and maximize my contributions:
* Here are some things I want to know more about relating to my team, organization, and constituents we serve:

WE doesn’t come into existence until ME is taken care of. Org members seldom sink their teeth into the organization mission until they see “what’s in it for me.” Organization controllers often overlook, or deny, this universal aspect of human nature: ME first. Team-savvy professionals know how to transition team contributors through the me → WE divide. They consciously build me into the team game plan by soliciting me expectations via feedback a la the 4 bullets above.

How the me → WE transition is sabotaged in many organizations:

* 825 inflexible work hours non-conducive to flex-work
* Announcing decisions few participated in making
* Autocratic administrators who tell people what to do
* Not empowering employees to manage their own work and career
* One-way telling > two-way dialog
* Stuffing the employee into an inflexible job description
* Working-alone jobs > partnership/team jobs

Other job adventure topics with helpful perspective on the me→ WE transition: concentricity; count the surf boards; empowe-ring; interdependency maps; manyvation; moving after progress; niche-picking; org-within-an- org; professional selfies; surfing two waves; team coNTributions; WE pods

Enjoying your job more:

* Building MEers into WEers
* Empowering co-workers
* Excelling as a progressive professional
* Generating greater \*concentricity

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiMja2potvSAhXJKiYKHda3BecQjRwIBw&url=https://commons.wikimedia.org/wiki/File:Me_we_co.jpg&bvm=bv.149397726,d.eWE&psig=AFQjCNGwDq5hrvdITUHTEpET6dvk_xwZmg&ust=1489762018859945)

**JOB ADVENTURE 44: Niche-Picking** (building the job around the person)

Empowering employees starts with identifying the diversity of unique/niche productivity contributions interdependent co-workers can make to their constituents. Professional niches become powerful, productive, and personal, when employees are: **N**eeded

**I**nterdependent

**C**reative

**H**andy

**E**mpowered

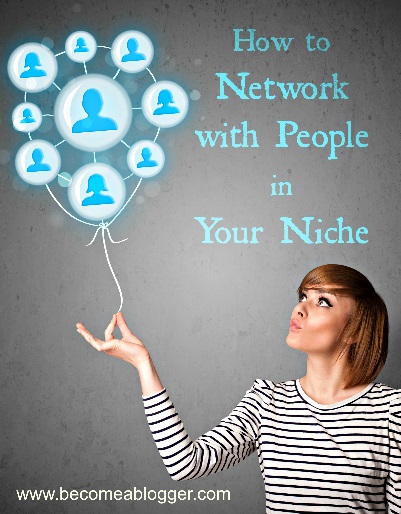
Niche-picking begins with categorizing employees by their outcomes-performance contributions:

* **Networking/external relations niches:** business partner opportunities; political influence; hiring star employees; public relations gurus; enlistment of new investors
* **Operations-focused niches:** efficiency breakthroughs; time mastery; supply chain logistics; product/service flow; sales wizardry; project leaders; \*buying and selling abstractions
* **Relationship-building niches:** mentors;empowered self-management; team builders; \*OWO informal leaders; conflict resolution
* **Strategist/visionary niches:** innovative thinking; \*outside-the-box mapping; \*roadMAPs; internal value employee consultants (see \*ambidextrous productivity); \*CONtact
* **Technical niches:** deriving “right” answers; pro \*ambidexterity; \*real-time generation

For niche-building implementation suggestions, see \*My Expectations

Enjoying your job more:

* Becoming empower-ful
* Delivering the \*four I AMs
* Spurring productivity
* Stimulating job satisfaction and fulfillment within the workplace

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjY8p6NrZ_TAhVP2WMKHZlAB4cQjRwIBw&url=http://www.becomeablogger.com/17822/network-in-your-niche/&bvm=bv.152180690,d.cGw&psig=AFQjCNEjKCSYDwhN3zsjtmOwbAFrrKND5g&ust=1492101277566726)

**JOB ADVENTURE 45: Odd Pods** (meeting of the minds)

Hear the word pod and you think of a frog. That’s because frogs keep company mainly with other frogs. Most other critters are too big to get on a pod anyway. Most human “pods” are also rather selective in who’s invited to hop on. Smart organizations, however, recognize the benefits of pods—especially large, diverse odd pods that set sail loaded with diverse productive assets: pro experience, savvy, human relations, and--especially--innovativeness. Innovative ideas and applications are generated by diverse: **P**eople

**O**utlooks

**D**uties

**S**kills

Many of these innovative ideas are hatched by the professional diversity on pods that are:

* **O**pen: to new people, perspectives, possibilities
* **D**ifferent: experiences, expertise, education
* **D**ynamic: energy, excitement, experiments

Who to invite on your odd pod:

* People who serve you that you never think about
* People with very different jobs from yours
* People you avoid
* People you can serve better than you currently do
* People you see but don’t know
* People you serve but never see
* People you serve outside your organization

How to hop on another frog’s odd pod:

* Join committees or projects outside your work zone
* Meet the constituents of some of your constituents
* Offer your pro expertise to other work zones
* Start a chat group for odd people in your organization

Enjoying your job more:

* Expand your pro service zone.
* Explore new professional realities and opportunities.
* Get intriguing new ideas for free.
* See more of your pro world.



**JOB ADVENTURE 46: Organization communities** (COP, COW, COST, statUS)

Organizations are divided into numerous abstract zones of people and processes: departments; divisions; subsidiaries; offices; org chart levels; and \*orgs-with-an-org. As all these abstractions mingle, five separate psychological “communities” emerge as even larger abstractions. These communities are psychological, because they reflect why people come to work each day--what they desire from their jobs and organizational experiences. People with like-minded job motives all belong to the same abstract community, even if they don’t realize it (because they work in different arenas of the origination). Some org members may belong to more than one of these communities if multiple motives “squeeze” their career. The org communities you belong to and interact with = the nervous system of your professional body of work.

The big 5 organization communities:

* Community of wealth (COW): Becoming financially wealthy (usually as an executive) by increasing the wealth of org stockholders and owners
* Community of power (COP): Board members, executives, and well-networked non-employees who drive the org in the direction they want
* Community of social statUS: Professionals who work for social status via: Career Affluence: Recognition: Expertise Education Raises
* Community Of Service and Teamwork (COST): Helpful employees who focus on serving (deriving significant personal meaning from) co-workers and clients often in largely invisible ways.
* The alone zone = mostly maintenance employees, part-timers, and temps who work alone or in an independent environment “making a living,” not building a career.

Community mentality:

* COWs work for **highs**: high profits, high stock prices, high dividends, high growth, high bonuses.
* COPs work for **control** over: org policies, plans, programs, projects, people.
* statUS org members work for **recognition**.
* COSTs work for **others**.
* Aloners work for **survival**.

Enjoying your job more:

* Carrying the right keys to open co-worker motivation
* Charting your career around **why** more than **what** or **how**
* Understanding what makes your co-workers tick

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwj80Yeq793SAhXBOSYKHUziCscQjRwIBw&url=http://www.interfaces.com/blog/2015/07/linkedin-groups/&bvm=bv.149760088,d.eWE&psig=AFQjCNEwSNqcMSRFcP6JpzY1hL-bMSpWNw&ust=1489851452349452)

**JOB ADVENTURE 47: Organization gravity** (Interdependency makes the work go ‘round.)

Earth’s gravity is controlled by the invisible spin of the sun and planets (Einstein can explain!). Part of what holds human organizations together is also invisible (policies, paperwork, rules, regulations, job descriptions, etc.), but the heavy duty org gravity is even less visible: co-worker interdependencies = I can’t get my job done until you get your job done, so my job is part of your job. We need one another to succeed, so we have to communicate, cooperate, coordinate, and collaborate. Flesh and blood employees cooperate a lot more with one another than they do with the impersonal rules and regulations of abstract organizations.

Strong gravity forces:

* Internalized org mission
* Multidisciplinary projects
* Plans
* Profit sharing
* Profitable clients
* Teams
* Work assignments

Gravity Connector Glue:

* Deadlines
* Digital communication
* Managers/supervisors
* Meetings
* Time clocks

Floating off into space:

* Alone zones (job loners)
* Bureaucracies (management by paperwork)
* Mergers and acquisitions
* New employees
* \*Silo departments

Enjoying your job more:

* Centrifugal pull of mission-focused co-workers
* Depending on interdependencies
* Having co-workers be there for you
* Team productivity

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjN6_PgsJ_TAhVR9WMKHbDFBfUQjRwIBw&url=https://blogbiedoll.wordpress.com/2012/09/26/gravity-barbie/&bvm=bv.152180690,d.cGw&psig=AFQjCNEvT5-oZPmo3LECP9w3RLhHEdDn7A&ust=1492102341516926)

**JOB ADVENTURE 48:** Organization tune-down (spark-plugs)

Cars need tune-ups, but organizations need tune-downs, starting at the grass roots level where employees focus on tri-Ps: Products, People, Processes. Executives drive the organization but don’t tune the engine or fill the “gas tank.” Because org members are close to the tri-Ps, they take a personalized interest in “electrifying” (renewing) them via innovative change. Org executives can’t spark internal operations much because of their external focus on money, markets, and competitors.

Electricity for renewing **PEOPLE** Products Processes:

* \*Creating your own job
* \*Team chat groups
* \*Zone of contributions

Electricity for renewing People **PRODUCTS** Processes:

* \*Counterintuitive thinking
* \*Delphi feedback
* \*PROgram resource audit
* \*Transformational benchmarking

Electricity for renewing People Products **PROCESSES**:

* \*CORE sessions
* \*Moving After Progress maps
* \*Scenario-building the future
* \*Straight-A orgs
* \*Unlearning for progress

Enjoying your job more:

**R**elationships

**E**nergy

**N**iches

**E**xpectations

**W**in-win

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiSxq__sp_TAhVIHGMKHcjPCZgQjRwIBw&url=http://valleyautorepairs.com/auto-service/tune-engine-repair/&bvm=bv.152180690,d.cGw&psig=AFQjCNGUX3iGCf20st5aVH9j6cQghbayNg&ust=1492102950896225)

**JOB ADVENTURE 49:** Org-within-an-org (who you really work for)

Most OWOs are found at the grass roots level where interdependent work processes meld co-workers together in pursuing a shared micro-mission. OWOs give employees a sense of grass-roots org-ownership. Your OWO is the only personalized part of the org for you. The rest of the org is more impersonal and controlled. Your OWO also empowers you to manage much of your own work and career, including the fit between your personal/pro values vs. those of your org. OWOs are led and managed by any and every member with the desire and pro competence to do so. OWO members are also held together by the gravity of work interdependencies. Those most needed by others generally have greatest (informal) influence in the OWO. What happens in OWOs is mostly up to its members. You have influence in your OWO, especially if you have interpersonal and leadership skills. Thus, you have more say about “things” that go on in your OWO: how work in done; co-worker attitudes and morale; shaping professional goals and standards, etc. You also have a greater opportunity to use your own personal values and ideals in many aspects of your work, especially being of genuine service to others and neutralizing org amorality to some extent.

Sample OWOs: call center customer assistants; computer programmers in an engineering firm; copy editors for a newspaper or magazine; kindergarten teachers in an elementary school; pediatric nurses in a hospital

OWOs:

* Are informal groups that continually “morph” in membership and activities
* Are small in size (often 2-7 “sometime” members)
* Aren’t a formal team recognized or supported by the organization
* Aren’t set up “officially” by the organization
* Can exist in any area of an organization
* Don’t require employees to participate unless they want to, and only when they want to
* Exist to empower members to serve better and enjoy their work more
* Often have more than one “sometimes” coordinator

OWO informal leader/coordinators:

* Are facilitators, listeners, \*triangular professionals, and voluntary
* Aren’t “official”
* Aren’t responsible for the performance of co-workers or work outcomes
* Aren’t “permanent”
* Coordinate only in agreement with co-workers
* Don’t get compensated for their OWO informal contributions
* Don’t “interfere” with people’s work, only support it
* Don’t have a “job description”
* Don’t tell co-workers what to do or how to it; they offer suggestions and ideas
* Use influence, not “power”

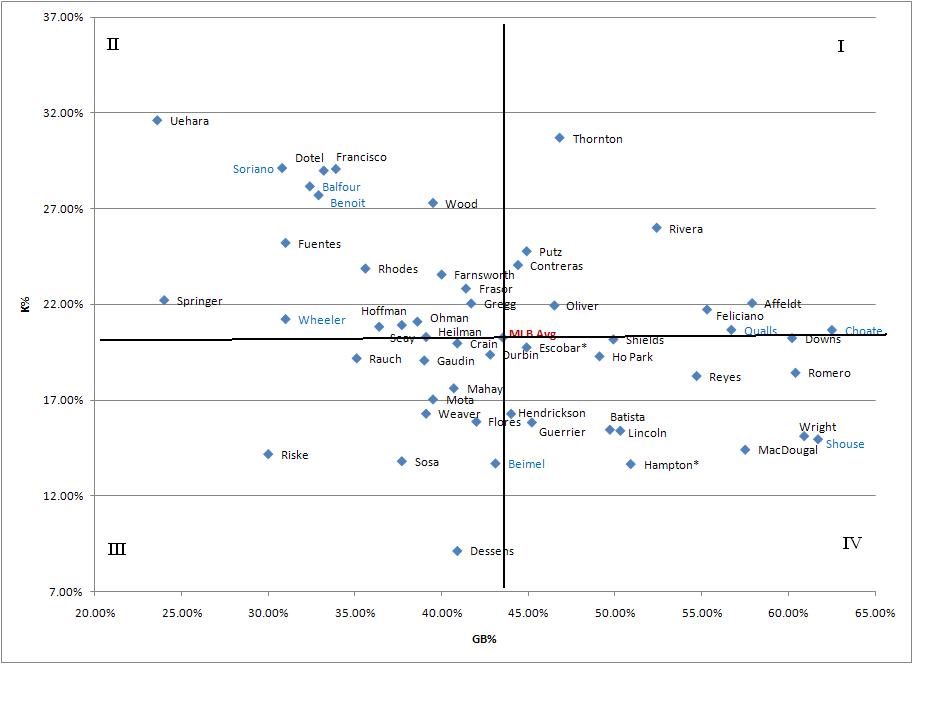
Enjoying your job **MORE**:

* Be more of a role model or mentor
* Contribute more
* Expand your administrative skills more
* Have more to show for your professional know-how
* Serve and help others more

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**JOB ADVENTURE 50: Outside-the-box mapping** (objective detective)

Outside-the-box organizational maps can adopt any graphic symbols (shapes, faces, photos, etc.) desired to represent people, departments, products, relationships, viewpoints, projects, teams, competitors, action alternatives, etc. Just for example, the following box map navigates the range of an org’s most valuable (closest to center) clients outward to the most marginal fringe clients. The distance pattern empowers administrators to evaluate which clients to “wine and dine” the most over time.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiImMDI6eDSAhVKxoMKHbbNDHsQjRwIBw&url=http://www.draysbay.com/2010/10/28/1780484/a-look-at-the-relief-pitcher-free-agent-market&psig=AFQjCNH4r8lbYDsgIbQY_y_OEdIiz3iEiw&ust=1489952956945434)

Box (distance-related) mapping makes it easy for inquisitive professionals to discern with “eagle eyes” the degrees of success (value-added) in different niches of their organization. Additionally, box mapping facilitates constructive group discussions of strategic issues such as:

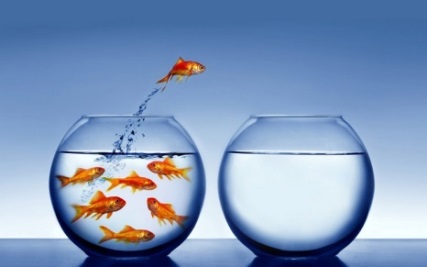
* What surprised you about the map?
* How should the map be revised to more accurately reflect reality?
* How do you feel about the revised map?
* What operations changes are suggested by the map’s value-added pattern?
* Who should participate in the map’s discussion session?

More examples of box map topics:

* How morale levels differ in different parts of the org
* Organizational teamwork patterns
* Patterns and causes of employee turnover throughout the org
* Sales techniques that work best for our organization
* Status quo (lack of progressive change) patterns in the org

Enjoying your job more:

* Engaging group participation activity
* Understanding progress levers throughout your org
* Mapping out success at the grassroots level
* Seeing big picture org reality

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwif1pGW2-DSAhXG64MKHdFsCN8QjRwIBw&url=http://www.thehrisworld.com/looking-at-project-management-from-outside-the-box/&bvm=bv.149760088,d.cGc&psig=AFQjCNEnBQ95r41Is3goLMWS95zthbUX-w&ust=1489949110917390)

**JOB ADVENTURE 51: Parking Lot Radios (Tuned in to W.O.R.K. radio?)**

Each work day, how many employees in your organization sit in their car listening to radio until the very last

moment before they have to “clock in.”? That’s because some employees have been-there-done-that jobs, and they don’t look forward to doing it all over once again. Other employees are already tired before the work shift even begins. Others ask, “Why should I do work I’m not paid for”? It’s true that the weekly work grind isn’t always something to look forward to--hence the “Sunday night blues.” At times, all jobs can be Boring, Exhausting, Aggravating, Routine--a real BEAR! And when they are, the parking lot radio is our friend.

But BEAR jobs can also be like Smokey the Bear, Busy Exploring Adventures along Roads of Service:

* Being the go-to employee on a project
* Coaching and mentoring
* Delivering the \*four I AMs
* Developing new serving skills via \*ambidexterity
* Going the extra mile to make a breakthrough contribution
* Meeting the clients you serve
* Working in multi-disciplinary projects

The kind of BEAR you are depends on who you’re working for: me vs. WE. It’s amazing that always-on-the-watch Smokey the Bear never gets tired!

Enjoying your job:

* Bearing a long day because others benefitted from your energy
* Bearing a routine job because you aren’t working for routine purposes or people
* Bearing work because of who you serve and how they benefit

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwi5s7nfk-PSAhVs5IMKHfiFC0sQjRwIBw&url=http://www.dailymail.co.uk/news/article-3433378/Will-stop-grizzling-lift-Mother-bear-gives-playful-cub-piggyback.html&psig=AFQjCNHI41JCqUv0ODP6ucrbxuLAafCuJw&ust=1490032486733533)

**JOB ADVENTURE 52: Picture Reality-Rorschachs** (subconscious organizations*)*

How many layers are there in your work life? Your organization, job, career, department, responsibilities, job title, productive technology, projects, co-workers, constituents, boss?

Notice how long the above list of work-related abstractions is (7) vs. the concrete human listings (3). The 7 abstractions are murky to picture in our heads; at least the people have faces. Job reality is more faces than abstractions. As we abstract our way along the paths of planning, leading/managing, organizing, calculating, etc., don’t forget the concrete faces that come with them. Who are involved in and affected by all these workplace abstractions? These concrete people are more important to organizations than the nebulous, changing abstractions.

How to envision people in abstract job and organizational processes:

* Constituent (CON) websites
* Digital communication with CONs (emails, texts, chat groups, teleconferencing, “avatars” in online meetings, etc.)
* “Imagineering” CONs via \*scenario-building the future
* Participation of CONs in abstract processes
* Written or oral feedback from CONs

Picturing alternative realities via Rorschach reality sessions:

* Select photos/graphics from Goggle Images to represent both work-related **A**bstractions (productivity activities) and the **C**ON’s involved
* Group the A’s and C’s in anticipated order of activity
* Discuss each ordered A and C from the 5WH (who, what, when, where, why, how) analysis point-of-view
* During the Rorschach discussions, note the similar vs. divergent perceptions mentioned by those participating:
* Assumptions made
* Changing of minds and for what reasons
* Conclusions drawn
* Applications for possible future job actions
* Potential actual future action plans drawn from the applications

Enjoying your job more:

* Compare reality perceptions with perceptive co-workers.
* Imaginatively plan out the future via a combination of logic and imagination.
* Don’t invest more time, energy, and money in abstractions than in concrete people.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwibluWLvOPSAhVU0GMKHXe4AfkQjRwIBw&url=http://www.cafepress.com/%2Bpsychology%2Bcoasters&bvm=bv.150120842,bs.2,d.dGo&psig=AFQjCNGwbh_fiBCmB2RrxTDWPAvQ63aSUQ&ust=1490043759864996)

**JOB ADVENTURE 53: PrecedeDENTs** (denting the status quo)

Precedents are what employees mean when they say, “We’ve always done it this way.” Breaking precedent put a DENT in the status quo (the predictable daily grind). Precedents are easy to make and break, because they aren’t official; they’re just an in-charge person’s preference. Common organizational precedents include: 825 work schedule; set lunch and break times; job descriptions; “dress-down Fridays”; Monday morning meetings; full-time managers; get permission first; committees for decision-making; permanent paperwork forms; employee’s handbook. Warning: moldy precedents often turn into SRESSedents, causing headaches, anxiety, boredom, and occasionally childish rebellion.

Why preceDENTs?

* Better ways exist to do things, but nobody is using them.
* Too many employees and organizations are out of date.
* The status quo of sameness turns employees into predictable, non-thinking zombies.
* The status quo drags down employee productivity, innovation, and morale.

PreceDENTing in your OWO (\*org-within-an-org):

* Gather co-worker feedback on **what** precedents are counterproductive; **why** they have outlived their time; **how** to change them; **who** should manage the change implementation process; **when** the change should be made
* Occasionally solicit more co-worker feedback on the effectiveness of a new precedent and recycle the above 5WH process as needed.

Replacing precedents via employee empowerment: the more professionalized employees are, the more they put constituents before self. They don’t have to rely on the precedents of others to run their own show profitably. Empowered employees can create their own individualized precedents to guide their own work:

fr**E**edom to succeed

**M**anage themselves

**P**rofessionalized

**O**wnership of responsibilities

**W**e > Me

t**E**amwork

**R**eality-oriented

Enjoying your job more:

* Co-developing greater professionalism
* Focusing on the majors instead of the minors
* Neutralizing co-worker griping and sniping

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiY6dODnuXSAhXC6iYKHXeXBN8QjRwIBw&url=https://www.pinterest.com/samanthakankan1/flaws/&psig=AFQjCNG3VJIYxGKmOZow5eYCUPJenMigrA&ust=1490104481499028)

**JOB ADVENTURE 54: Prisms** (a rainbow of workplace opportunities)

Prisms reflect/refract sunlight, creating rainbows of attractive colors throughout the workplace.

* Reflect/refract = leadership = recognizing service opportunities for co-workers and their constituents
* Sunlight = ideals = professional development and fulfillment through opening new opportunities
* Rainbows = opportunities = NEW: directions, constituents, avenues of service, pro experience, change of pace
* Attractive = drawing you in = newness, challenge, networking, reputation-building
* Colors = positive outcomes = ideals = improved performance, innovative improvements, WE > me
* Workplace = constituents = service, goals, partnerships, dialogs, performance feedback, quality standards

Shake the box above and you generate bright sunlight from a newly created prism:

* New work, new people to serve, new goals to set and achieve
* Shining a light on new progress and change
* Tackling new work vistas and successes
* Thinking and re-thinking in fresh, new positive productivity patterns via:
* Forming new teams
* Starting new projects
* Meeting new constituents inside and outside the organization
* Pursuing new goals and missions

**↓**

As the sunlight from the above prism starts shining, a renewed workplace emerges of:

* Enhanced employee empowerment
* Greater cooperation and coordination
* Greater interdependency with constituents
* Heightened morale and motivation
* More self-sufficient professionals

Enjoying your job more:

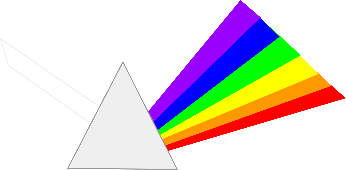
**P**eople

**R**eality

**I**deals

**S**ervice

**M**issions

[](https://openclipart.org/detail/196176/prism)

**JOB ADVENTURE 55: Pro qualitative balance sheet** (accounting for your professional assets and liabilities)

While financial balance sheets are commonplace in most organizations, “qualitative” ones (dealing with non-financial assets and liabilities) are not. Yet it’s the qualitative resources that ultimately generate profit via human talent and energy.

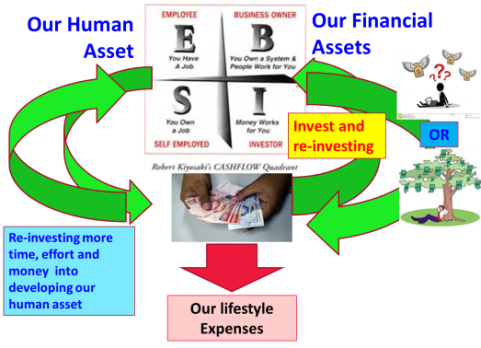
|  |  |  |  |
| --- | --- | --- | --- |
| **QUALITATIVE ASSETS** | **POSITIVE IMPACTS** | **QUALITATIVE LIABILITIES** | **NEGATIVE IMPACTS** |
| Authentic communication | Trust in the org | Amoral values | me pods > WE pods |
| \*Orgs-within-the-org | Self-empowerment and \*triangle pros | Behind the screen reality | What you see in an org is often not real or what you get |
| Flex-time | Accommodating 21st century work realities | Control mentality | Non-empowered employees, dented morale, status quo mentality |
| \*Concentricity | Shared backing of the org mission | \*Gapitis and \*silos | Below par mission sharing and commitment |
| \*Red and blue orgs | Maximizing the contributions of both males and females | High employee turnover | Leaking professional assets and hiring impediments |
| Empowered employees | Putting more of yourself into your work | Job descriptions | Strait-jacketing employees (limiting their contributions) |
| \*WE pods and odd pods | Diverse opportunities for maximizing innovative productivity | me zones | Grass roots employee competitors against the org’s mission |
| \*Triangle professionals | Continuous  leadingfollowingmanaging | Misaligned jobs | Needless employee stress; tangled up productivity; psychological turnovers |
| \*Ambidextrous employees | Creating value both inside and  outside the org | Status quo culture | Stymied org progress; pro development in quicksand; anemic innovativeness |
| \*Innovative thinking | Working smarter, not harder | Zombie employees | Un-empowered, unmotivated,  non-innovative 825ers |

Neutralizing liabilities:

* Awarding mission-focused results > following rules
* Contributions descriptions > job descriptions
* Empowering employees at the grassroots (\*org-within-an-org) level
* Listening to 825 employees

Enjoying your job more:

* Tuning in on black and white org realities
* Setting qualitative performance standards
* Pursuing qualitative performance

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjr0NyL3urSAhVY6GMKHeV_CB8QjRwIBw&url=http://createwealth8888.blogspot.com/2015/06/human-asset-value-and-financial-assets.html&bvm=bv.150120842,d.cGc&psig=AFQjCNHFS-b_IyUfFosd5Oi4s6uQfg7woQ&ust=1490293484048305)

**JOB ADVENTURE 56: Pro experience bank account (**experience plays off)

**EXPERIENCE → MAKING PLAYS → EXPERIENCE → PRO DEVELOPMENT**

Experience = a mental and experiential bank account of what, when, where, who, where, how

Play-making = using your pro bank account to make a decision right now, on-the-spot, with no prep time

Pro development = making productive plays

Pro experience is the magic elixir of job success that doesn’t come from a book, but has to be “took” one pro play at a time. And even one play a day makes hay. But making a play is instantaneous--experience is the only ammo ya’ got. Remember: There’s a big difference between having ten years of experience versus having one year of experience ten years in a row!

|  |  |
| --- | --- |
| **PLAYING-MAKING PRO EXPERIENCE** | **FOOL’S GOLD PRO EXPERIENCE** |
| \*Ambidexterity | Right-answer jobs |
| \*Counterintuitive innovative thinking | Staying glued to your job description |
| \*Triangular pro veteran and \*modificationment | Job identify > career identity |
| Breaking rules and precedents | Moneyvation |
| Leading org change | Status quo comfort zone work |
| Meeting the diverse needs and demands of clients | Working in the alone zone (independent work) |
| Projects with pros from numerous occupations (\*odd pods) | Controller jobs |
| Selling co-workers on mission-support | 825 daily glide |
| Solving old problems with new solutions | Working in silos |
| Teaming up with diverse people | Benchmarking other organizations |
| Win-win conflict resolution (\*agenda blender) | Surfing your own turf |

Enjoying your job more:

* Continuous career-building
* Creating value both inside and outside your org
* Frequent job adventures
* Making a play a day
* Work variety

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjsz6qY5Z_TAhUG9mMKHZCrClEQjRwIBw&url=https://www.spreadshirt.co.uk/been%2Bthere%2Bdone%2Bthat%2Bt-shirts-A26177374&psig=AFQjCNEH63-TKjy0wSTs5cbfPm9DlEpuHQ&ust=1492116473533083)

**JOB ADVENTURE 57: Professional selfies (**miles of smiles)

What makes you feel best about yourself at work? That’s the stuff of smiley selfies. And the purpose of selfies is to make people smile right along with you. So give the following ten smiley questions some thought and then share them with co-workers who might not be aware of the best side of you. Maybe you can even get them to do the same thing!

**SMILEY selfies**

|  |  |
| --- | --- |
| I benefit most in this organization from… |  |
| I’m most productive when… |  |
| My best two pro skills are… |  |
| My biggest career moment was… |  |
| My favorite pro experience over the past year was… |  |
| The favorite part of my job is… |  |
| The happiest I’ve ever been in my career was… |  |
| The one new thing I look forward to most on my job is… |  |
| The three best contributions I make are… |  |
| What I appreciate most about my job most is… |  |

Logging in miles of smiles:

* Comparing selfies to build teamwork synergy
* Exchanging selfies with co-workers
* Planning strategies to maximize utilization of selfie smiles (your favorite job activities)
* Updating selfies over time

Enjoying your job more:

* Appreciating your career more
* Co-workers getting to know you
* Greater work zone positivity

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiY3Z-g_PHSAhVm5oMKHcNUAtIQjRwIBw&url=https://wanelo.co/shop/good-vibes-gift&bvm=bv.150729734,d.amc&psig=AFQjCNEjn8-Tot5JOAuLGgB7CErGhWxeFw&ust=1490542113842662)

**JOB ADVENTURE 58: PROgram resource audit (**human **R**eturn **O**n **I**nvestment)

Good budgeting requires clear team thinking--both quantitative and qualitative--and team discussion/feedback. This simple matrix provides a qualitative approach to financial budgeting through its use of key productivity factors not assessed in traditional quantitative budgeting schemes. The annotated “EAPU” ratings in the left column provide a qualitative “feel” for areas where the org unit is in good shape and needs additional budgeting support. Budgeting focuses on the future, not the past. The matrix provides a simple “lingo” for team discussions of future funding realities, changes, and priorities. Use the matrix boxes to explain the reasoning behind which of the “EAPU” ratings were selected for the 1-5 budgeting factor columns.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Evaluation Ratings** | **1. Budget funding** | **2. Physical facilities** | **3. Quality of team leadership** | **4. Professional development** | **5. Available time and energy** |
| **EXCELLENT**  Adequate current support for fulfilling future program vision |  |  |  |  |  |
| **ACCEPTABLE**  OK support  for fulfilling future program vision |  |  |  |  |  |
| **POOR**  Improved support needed in order to fulfill future program vision |  |  |  |  |  |
| **UNACCEPTABLE**  Major upgrade in support needed to fulfill future program vision |  |  |  |  |  |

Benefits of the PROgram resource audit:

* Facilitating a more democratic approach to budgeting
* Focusing on using money > controlling money
* Making budgeting a participative team process
* Understanding and discussing the budgeting process in a clearer manner
* Using the past to focus on the future

Enjoying your job more:

* Budgeting make EZ
* Communal budgeting > control budgeting

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjp_qWO2_TSAhVJ2oMKHcTfA5AQjRwIBw&url=https://www.pinterest.com/explore/monthly-budget-calculator/&bvm=bv.150729734,d.amc&psig=AFQjCNEnDtwScmDxjaXbgG1P2Ds7WGu6wg&ust=1490636282127388)

**JOB ADVENTURE 59: Psychological Pull-Down Maps (**productivity mind-melding)

Knowing your co-workers cuts down on “no”-ing them. The better you understand them professionally, the easier and breezier it is to co-achieve. Use the 1-7 scale to evaluate yourself and several co-workers you depend on most for co-projects.

**1\_\_\_\_\_\_\_2\_\_\_\_\_\_3\_\_\_\_\_\_4\_\_\_\_\_\_5\_\_\_\_\_\_\_6\_\_\_\_\_\_\_7**

**highly non-productive highly productive**

CW = co-worker

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Pull-down mind map** | **You** | **CW1** | **CW2** | **CW3** | **CW4** | **CW5** | **CW6** |
| 1. Attitude toward challenges and problems |  |  |  |  |  |  |  |
| 1. Attitude toward teamwork and collaboration |  |  |  |  |  |  |  |
| 1. Confident decision-making |  |  |  |  |  |  |  |
| 1. Driven work ethic |  |  |  |  |  |  |  |
| 1. Efficiency (use of time and resources) |  |  |  |  |  |  |  |
| 1. Focus and concentration |  |  |  |  |  |  |  |
| 1. Good-enough standards |  |  |  |  |  |  |  |
| 1. Harmonious interpersonal skills |  |  |  |  |  |  |  |
| 1. Helper mindset |  |  |  |  |  |  |  |
| 1. High quality standards |  |  |  |  |  |  |  |
| 1. Knowing when to quit and start over |  |  |  |  |  |  |  |
| 1. Organized approach |  |  |  |  |  |  |  |
| 1. Persistence |  |  |  |  |  |  |  |
| 1. Planned approach |  |  |  |  |  |  |  |
| 1. Quick thinking decision-making |  |  |  |  |  |  |  |
| 1. Revising/improving skills |  |  |  |  |  |  |  |
| 1. Status quo outlook |  |  |  |  |  |  |  |
| 1. Staying on goal |  |  |  |  |  |  |  |
| 1. Take charge mindset |  |  |  |  |  |  |  |
| 1. Tendency to rush and hurry |  |  |  |  |  |  |  |
| 1. Work off facts and credible information |  |  |  |  |  |  |  |

Putting the maps to productive work:

* Identify arenas of improved productivity between you and your co-workers.
* On your own, use the 5WH (who, what, when, where, why, how) approach to improving co-worker partnerships.
* Ask co-workers to fill out this form out for you. (Eliminate the 6 co-worker columns on your partner’s form.)
* Periodically fill out the form again to identify evident positive or negative changes in any of the 21 productivity factors.

Enjoying your job more:

* Guiding productivity breakthroughs
* Pinpointing specific avenues of pro improvement
* Sharpening your personal productivity profile
* Strengthening teamwork



**JOB ADVENTURE 60: PsyConology** (the shifting sands of OK org behavior)

An organization’s “psychological contract” is a subjective, invisible, evolving understanding of acceptable boundaries for how the org treats employees; how employees treat the org; and how employees treat one another. The psycon is a “feeling” for “what-goes” in different org niches: executives; 825ers; job newbies; long-timers vs. short-timers; board members, etc. It’s like a circle continuously shrinking and expanding. But rarely are the boundary maneuvers telegraphed in advance or mentioned in passing--they just sort of happen by invisible mind changes in unknown regions of the org. Members just have to absorb psycon vibes by osmosis (the perceived feelings shared by co-workers).

Common psycon shifts:

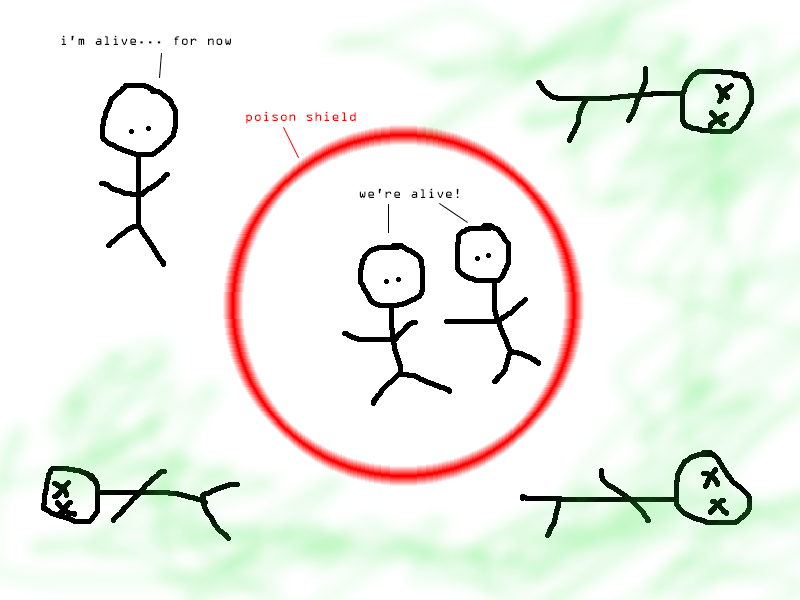
* Budget-cuts that affect employment
* New expectations for subjective job activities: workloads; competitive aggressiveness; client treatment; digital vs. personal communication; flexibility of employee rules; travel expenses; dress codes, etc.
* Post-merger org re-structuring changes and employee perquisites
* Readjusting sales rep commissions
* Waxing of waning employee benefits, especially medical insurance

Sensing and adjusting to psycon earthquakes:

* Ask your boss for feedback about closed meetings.
* Attend meetings presided by superiors.
* Keep in touch with the grapevine (which is usually fairly accurate).
* Ask questions.

Enjoying your job more:

* Know the psycon for your org niche
* Knowing > “no”-ing
* Staying in safe the zone of the org behavior circle

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwi21OaTgvXSAhXry4MKHexmCl4QjRwIBw&url=http://rebrn.com/re/there-are-more-people-that-live-inside-this-circle-than-outside-520876/&bvm=bv.150729734,d.cGc&psig=AFQjCNGOy8XpbwsgRT-OZNECcfJy8SZf6A&ust=1490646774279552)

**OB ADVENTURE 61:** Qualitative PROductvity (self/team-empowerment quality control)

It’s tough to enjoy a lackluster job where “good enough” is good enough. Good enough leaves out professional pride and self-esteem. Jobs vary widely in how much control employees have over their work and contributions. For example, sales reps have a lot of control over their sales technique, but virtually no control over the product or service they are paid to sell. Computer programmers control the software they use, but not how the software is marketed and sold to clients. Org members working in automated technology systems (assembly lines, call centers, etc.) have almost no control over the quality of their job except for their attitude. But in any job situation, employees can become quality PROductivity contributors by self-empowerment.

The QualPro Empowerment Mindset:

This is my/our product/service: **M**otivated to serve **O**pportunity (for)

**Y**ou **qU**ality

**R**esults

We will do the very best job our organization enables us to do, both individually and as a group.

QualPro self/team self-empowerment:

* Have at least one co-worker check the quality of all your self-empowered work (that which you control to some degree).
* Keep a team notebook of each quality control technique used, thus creating a permanent “memory” of savvy QC techniques for future reuse.
* Keep orgs administrators informed of system imperfections unveiled by the productivity team and ask for their help in “tweaking” the system as needed.
* Pass around the \*four I AMs to team members who make QC improvements or innovations. Champion some simple form of group recognition (free lunch, Starbuck’s gift card, movie theater pass, special

t-shirt, etc.) for team members who engineer significant QC techniques that benefit the team as a whole.

Enjoying your job more:

* Basking in the we/you/our/us mindset
* Friendly competition between team members to put out QC fires
* Going beyond job expectations
* High-fiving yourself and others for a good job
* Receiving positive feedback from both inside and outside your organization

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjW3Kvq6PbSAhVJeSYKHcDpBrsQjRwIBw&url=http://www.callcriteria.com/blog/improve-call-center-quality-control/&bvm=bv.150729734,d.eWE&psig=AFQjCNEazRpNjYTOlzGYcfqG4ZLvUmj1zQ&ust=1490708642776416)

**JOB ADVENTURE 62:** Quicksand plan (avoiding that career-sinking feeling)

Losing a job or career is T-O-U-G-H and fairly common. Have a quicksand plan in case you ever find yourself in a professional swamp with:

* A status quo culture
* An un-empowered job
* Lack of networking opportunities (\*concentricity)
* Limited teamwork opportunities
* \*Parking lot radios
* Shallow \*value streams
* \*Silos
* \*Smallworld eyes
* Work in the alone zone

You better have a “chicken” (non-adventurous) friend nearby (with a quicksand plan) should you feel your job or career sinking away. At least in the movies, you’re not going to get yourself out of quicksand, because the more you struggle, the lower your nose sinks. Look for these kind of workplace partners who can help you avoid that sinking feeling:

* A \*mean-toring co-worker
* An empowering boss
* \*Grafting co-workers
* Interdependent co-workers
* \*Outside-the-box planners
* \*PreceDENT making team members
* A strong \*team resume

More job adventure topics that help take away that sinking feeling: ambidextrous productivity; creating your own job; preceDENTs; pro experience bank account; surfing two waves; tornado teamwork; value stream swimming

Enjoying your job more:

* Mapping where organization/career quicksand is found
* Avoiding that Sunday night sinking feeling
* Greater job security and co-worker back-up
* Opportunity to \*marry your organization

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiOheTr9_bSAhXC1CYKHUQRBpgQjRwIBw&url=http://www.derwinlgray.com/help-im-stuck-and-sinking-in-quicksand/&bvm=bv.150729734,d.eWE&psig=AFQjCNHtlsI3KiDc58dDc9kZEdaAW0B5Yw&ust=1490712629056118)

**JOB ADVENTURE 63:** Real-time generation (n-OW! adapting to the digital generation)

Digital culture rules, giving rise to a real-time generation that lives in the now. Now is the new generation gap.

|  |  |
| --- | --- |
| **NOW generation** | **n’OW! generation** |
| Acceptance of lifestyle diversity | Moralistic about lifestyle diversity |
| Addicted to technological change | Addicted to security |
| Communal reality | Individualism reality |
| Crave new experiences, especially travel | Crave materialism and status |
| Define life as being frequently re-defined as a person | Define life as something to exploit |
| Globalism > nationalism | Nationalistic and non-globalized |
| Informality in all venues | Informal at home, formal at work |
| Integrate personal life with professional life | Compartmentalize personal and pro life |
| More like their peers globally than their parents | More similar to work peers |
| Non-authoritarian | Accept authoritarian institutions |
| Non-planning life-and work-style | Planned and organized |
| Not driven by social status, materialism, workaholism,  politics, profit maximization, or institutional religion | Driven by the “American dream” |
| Reality is virtual and constantly changing | Reality is the mindset of your social peers |
| Redefine themselves periodically | Believe lifestyle and values are permanent |
| Spontaneous and temporary | Status quo-oreinted and suspicious of social change |
| Subjective (my feelings) reality | Reality is what authorities say it is |
| Team-oriented | Independent and individualistic |
| Unisex | Male-accommodating organizations |
| Unstructured (work hours, etc.) to accommodate now | Controlled institutional working environment |

Digital communication technology undergirds real-time work: life is happening now all the time. But for those from earlier generations, it’s n-OW! (headaches adapting to dig-gen workstyles).

Developing productive workplace partnerships with real timers:

* Easing off traditional, but non-essential org controls: dress codes; formality; 825 workday; inflexible job descriptions; alone-zone, “nowhere” (robotic) work
* Flex-scheduling when feasible with real timers
* Job empowerment in a team setting
* Neutralizing n’OW! generation workplace stressors: workaholism, rushed work efficiency, paying your dues, “play-for-pay,” office politics for power and promotions, ask-your-boss, etc.
* Work change, experimentation, innovation
* Developing community via virtual (digitally-managed) teams

Enjoying your job more:

* Being equipped to work with productively and harmoniously with real-timers
* Co-existing with diverse people
* Understanding the new generation well enough to professionally partner with them

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiEmuGKiPfSAhWKNiYKHSoxBAkQjRwIBw&url=http://strategyonline.ca/2015/07/16/but-whats-in-it-for-me/&bvm=bv.150729734,d.eWE&psig=AFQjCNH6rG6p9-ISuZ4XxmoqVvkxVP5gAA&ust=1490716962677781)

**JOB ADVENTURE 64:** Recharging your pro battery (change of seen-ery)

Work routine gives us the BT-DT (been there, done that) syndrome, AKA I’m in a rut. When your professional battery is low, you need a tow.

Pulling your battery down:

* A rule for everything
* Alone zone assignments
* Controlling, up-tight, (non)creative boss
* Job (mis)description
* Lack of ambidextrous project work
* Lack of recognition
* Routine/repetitive/regimented/work (BusinessAsUsual)

Battery chargers:

* Become an internal consultant in your expertise niche.
* Dig new feedback tunnels via \*Delphi, \*electric questions, empowe-ring, \*picture reality Rorschschs, and \*odd pods.
* Hunt down training to expand your professional \*ambidexterity.
* Join a virtual team (with members in far-flung exotic places)
* Make strange-change via \*ice cubes, \*sunsets, \*roadMaps, \*outside-the-box mapping, \*transformational benchmarking.
* Occasionally change to flex-hours and flex-place.
* Re-balance your leadingfollowingmanaging pro \*triangle.
* Recruit new clients and constituents.
* Start your own \*org-within-an-org (OWO) team.

Enjoying your job more:

* Change for the heck of it
* Pro make over
* Professionally exotic new work zones
* Vroom!

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiW6aqSu_fSAhXL5lQKHe9gDbcQjRwIBw&url=http://safeinthecityct.weebly.com/trauma-and-emergency-centre/previous/2&psig=AFQjCNG4T7WoKHpn5A88fyD0xV1TMIt2_Q&ust=1490730791401106)

**JOB ADVENTURE 65:** Red and blue organizations (unisex hex)

Unisex organizations accommodate BOTH masculine and feminine work and leadership styles, thus avoiding legal discrimination against women (via supporting only male productivity styles).

The West’s most important competitive edge in global business is innovation stimulated by a unisex culture of cooperation and flexible operations > rules-driven 825. Innovation requires a cooperative, community-based win-win org culture which won’t flourish under the traditional male command style of management.

**MALE STYLE FEMALE STYLE**

**Competitive Cooperative**

**Directive Relational**

**Independent Interdependent**

**Goals Ideals**

**Individual Community**

**Proactive Reactive**

**Action Verbal**

THE UNISEX FLEX:

Flex org cultures (flex hours; flex-place; flex benefits):

* Help women accommodate family commitments.
* Empower all employees to manage themselves in self-selected teams.
* Reward employees for building org community and cooperation.
* Discontinue generic job descriptions in favor of flexible grassroots contributions descriptions that build jobs around the unique needs of individual employees.
* Build the HR function around well-trained and experienced unisex professionals to achieve a better balance between male-female productivity styles.

Enjoying your job more:

* Better balanced managing
* Greater cooperation, communication, and coordinating
* Greater equality, excellence, and experience
* More innovation, ideas, and illumination
* More PROductivity

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjli9D2vPfSAhUh9IMKHf9YAVEQjRwIBw&url=https://www.linkedin.com/pulse/20140411042848-4128387-difference-between-male-female-entrepreneurs&bvm=bv.150729734,d.cGc&psig=AFQjCNF3YSfYm-yNSMUmP-InawnG7CNakA&ust=1490731248182800)

**JOB ADVENTURE 66:** Scenario-building the future (arriving before your plane takes off)

No one knows when the “future” begins, it just happens--and usually when you’re not prepared for it.

C-est la vie! Planning ahead for the future isn’t exactly an exact science, but it’s the best we can do. Let’s look at a simple, straightforward 3-phase thinking process for grabbing hold of your OWO’s (org within an org) workplace future. The process involves the use of \*Delphi gold feedback (a “round-robin” approach to gaining the consensus outlook of your most insightful work constituents).

**Future-building Scenarios #1** Number of months ahead:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Key Issues** | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**Future-building Scenarios #2** Number of months ahead:

|  |  |  |  |
| --- | --- | --- | --- |
| **Key issues** | **Optimistic scenario** | **Realistic scenario** | **Pessimistic scenario** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Future-building Scenarios #3** Number of months ahead:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Key issues** | **Who** | **What** | **Why** | **When** | **Where** | **How** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

* Key issues = those more important to the future success/progress of your team
* Number of months ahead = how far ahead the team feels it can think realistically and concretely
* Use the 3 generic matrices as templates for your scenario-building team comments/conclusions.
* Use the \*Delphi process for information generation.
* In the Delphi info-gathering rounds, seek to reach team closure on the most important 5 (max) issues your team will soon have to plan for. Going beyond five issues is probably stretching the “crystal ball” too far.
* Repeat the scenario-building process whenever new future issues emerge or past scenarios are significantly inaccurate.

Enjoying your job more:

* Planning ahead is a goldmine for team-building and team member motivation.
* Planning ahead jacks up team confidence and sense of progress.
* Shaping your professional future is fun.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjqlMiPw_fSAhUC7WMKHZoDBlQQjRwIBw&url=http://jackuldrich.com/blog/future/the-future-is-here-and-its-poised-to-kick-your-ass/&bvm=bv.150729734,d.cGc&psig=AFQjCNFJS2K0q46_JwrbX6CXTQZM3gcpVQ&ust=1490732893942194)

**JOB ADVENTURE 67:** Setting-the-table leadership (serving the followers who serve you)

Serving = setting up success; table = an assessment or project; table settings = the goal;

leadership = serving others

**WHY** set the table?

* Motivating others to do their part in the project
* Synergizing future productivity

**HOW** to set the table via the path-goal process:

The goal: showing co-workers the what, why, who, when, where, how of achieving the end result

The path:

* Removing obvious organizational barriers to goal achievement, such as inadequate resources (both human and material); lack of training; or work overload.
* Providing for team member access needs to resources, worksite, decision-makers, etc.
* \*Triangular (professional) leadership (leading + following + managing all in one package)
* The path is more important than the goal, because you learn more about success from traveling the path than from achieving the goal.
* Lead situationally by knowing the pro capabilities of your followers.

**WHO** to set the table: “star” team members adept at accomplishing things done through natural, built-in co-worker cooperation

Enjoying your job more:

* Becoming a triangle leader
* Helping co-workers help themselves
* Maximum teamwork

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwips6XUsfnSAhXE5CYKHUU6DjwQjRwIBw&url=https://www.youtube.com/watch?v%3DNeotj-R0Vlk&bvm=bv.150729734,d.eWE&psig=AFQjCNHndl5bRd9XyqP2YtlNWv8xTNckPg&ust=1490796928896481)

**JOB ADVENTURE 68:** Silosophy (pulling yourself together)

Silos are isolated, uncoordinated, org departments/sectors which “do their own thing” via minimal interaction with other departments. Silo employees typically give a higher emphasis to the goals/mission of their department or personal careers than they give to the overall org mission. Silos are apt to engage in rivalries over resources (budgeting, new hires, autonomy, etc.) and influence in the org. Hidden agendas are common place, including, cover ups, rivalries, disputes, complaints, turnover, and you-me-us vs. “them.” In short, silos foment dis-organization.

So how does a silo-impregnated organization pull itself together? Plant these job adventure seeds:

* \*Concentricity (job adventure #9): overlapping-circle maps showing work interdependencies among different zones of the organization. This is a way to conceptually “pull” employees out of silos into other org areas which need or already use their pro services/contributions.
* \*Gapology (job adventure #27): Using communications transparency, virtual teamwork, and WE agendas to melt silos
* \*Holistic workplace (job adventure #30): Forming self-managed, self-selected project teams to blend different parts of the org; mixing and matching \*orgs within an org partnerships; empowering org units to develop \*red and blue (unisex) org cultures
* \*Surfing two waves (job adventure #72): Increasing opportunities for employees to make more money by directly helping the org to make more money
* \*Zone of interdependencies (job adventure #100): Conceptually re-organizing departments via their common \*concentricities (work partnerships/interdependencies)

Enjoying your job more:

* Discovering more things in common between interdependent departments
* More teamwork
* WE > me



**JOB ADVENTURE 69:** Smallworld eyes (seeing big things)

Having smallworld eyes is good for you professionally. It means you see what a lot of people don’t see or pay attention to in the workplace. Most of us see what we are interested in, but not always what others see. Smallworld eyes see a lot. They’re often looking for positive things overlooked by the impersonality of many organizations, or negatives that might be turned into positives: beneficial changes; mistakes made; under-used assets; overlooked pro talents of some employees; problems ignored; invisible jobs done excellently; complaints ignored; praise made; changes in clients; on-going disagreements; people with small pay; small misconceptions about employees; small slips in customer service; innovative ideas going nowhere; curiosity about the future; small talk about big issues.

Small detection:

* Ask occasional “how’s it going” questions to find out how it **really** is going for co-workers.
* Ask co-workers occasional questions about how you might be of service.
* At meetings, give more attention to what people say psychologically than to their literal words.
* Be in less of a hurry.
* Focus on why things are done more than on how they’re done.
* Listen to what employees say about workplace realities, especially changing ones.
* Remember that most employees say only a small percentage of what they’re thinking.
* Show co-workers how small seeds often become big trees.

How small can be tall:

* Big problems and decisions always start small and invisibly.
* Employees are a lot more willing to tackle something small than tall.
* It’s easier to give people credit for small things (when there’s no jealous or self-serving “predators” around) than tall things (when the sharks move in).
* People are more willing to talk about “things” when they’re small (invisible) than after they become tall (visible and maybe controversial).
* People argue less against small things than tall things.
* Small-to-tall lets you manage it all.
* Tall things are easier to manage when the managing started small.

Enjoying your job more:

* Discovering gold no one knew about
* Little things mean a lot.
* Noticing more, enjoying more
* Staying in closer touch to future realities

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwj7rtKN1fnSAhUIWCYKHYA1BjsQjRwIBw&url=http://boldcareer.com/2016/07/20/strengths-what-do-you-see/&bvm=bv.150729734,d.eWE&psig=AFQjCNHNU-IMoVwe6nA56Vjstjw1c0lAXw&ust=1490806476163625)

**JOB ADVENTURE 70:** Straight-A Organizations (agreement action achievement)

Straight A organizations have studied diligently enough to know that triangles are strong structures. Trying to cheat in class with weaker shapes will get you a grade of F(ailure).

The straight-A triangles:

* \*Triangle professionals: productivity gurus who have mastered the leadingfollowingmanaging process.
* Triangle of org synergistic processes: Agreement, Action, Achievement

\*Triangle pros make A’s because they:

* Are empowered to informally lead, follow, manage in their org \*zone of influence
* Possess the interpersonal skills and \*WE pods required in an interdependent work environment
* Understand the importance of employee mission internalization (buy-ins)--agreeing to take the actions necessary to achieve

Triangle orgs make A’s because:

* Employee interdependency (teamwork) is the goose that lays the golden egg.
* They don’t take actions to achieve before employees have agreed (via participation in goal-setting) to back the goal/mission.
* They empower and reward employees for impacting the mission.

Enjoying your job more:

* Being an integral part of something that really works for everyone in the org
* Making better “grades” than most pros make
* Using triangle professionalism to benefit a whole WE pod

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjGgbLD1fnSAhVDLyYKHTnGBF8QjRwIBw&url=http://www.jothoburn.net/blog1/five-ways&bvm=bv.150729734,d.eWE&psig=AFQjCNEvrRr_r2kj6fNKDVm64k54Df6q7A&ust=1490806591234225)

**JOB ADVENTURE 71**: Sunsets (trying it on for size)

The sunset approach to org change is EZ: sell employees on trying out a significant change by letting them vote after-the-fact on whether or not to make the change permanent. If they vote no, then no-go. Most debates over the worthiness of change fizzle when it comes to “proving” the alleged positive or negative outcomes of the change. The sunset approach lets people decide on change through actually experiencing it during a trial run. If a hefty majority of the people agree on the desirability of the outcome (+ or -), the change has a good chance of working, because most of those who voted it in will probably continue to support it. Should shreds of uncertainty remain after the vote, use the \*synchronicity technique (looking for an innovative compromise outcome satisfying to both parties) to iron things out.

Change management success savvy:

* Change often leads you onto more fertile range.
* Change discussions require use of the \*fact-feeling dialectic: rotating the discussion between objective facts and subjective feelings.
* Change is seldom permanent, because change changes over time.
* Org members affected by the change should participate in its implementation.
* Mismanaged change can quickly become your enemy.
* Stay intensely focused on win-win outcomes spawned by innovative, outside-the-box creative thinking.
* Win-lose change is doomed, because the losers may stonewall (passive aggression) or sabotage it (neutralizing its positive outcomes).
* With adequate discussion, change doesn’t seem strange.

Enjoying your job more:

* Change can make OK better, and better best.
* Change ushers in new opportunities.
* Managing change can be an exciting professional adventure.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwii_4yd8vnSAhVjrlQKHbZiB2gQjRwIBw&url=http://weknowyourdreams.com/sunset.html&bvm=bv.151325232,d.cGw&psig=AFQjCNFrVxoMzuwJ_53VUQZFdsjQFfpd5Q&ust=1490814300229003)

**JOB ADVENTURE 72**: Surfing two waves (profit before payday)

The higher your power position in any organization, the more you must impact the mission (money or service).

Nothing energizes your personal career more than advancing the org’s core mission. The way to fulfill your personal agenda is through helping your org fulfill its agenda. Your org provides the ocean and waves; you provide the surf board. Your org pays you to help it attain its mission and goals, which must receive a higher priority than your own personal-professional goals. Organizations want you to serve them a lot more than they want to serve you. Surf the org’s mission more often than surfing your personal career wave.

Surfing the org’s turf:

* Non-\*ambidextrous org members (internal value employees, IVEs) should strive to provide consulting assistance to external value employees (EVEs), thereby indirectly impacting the mission.
* Strive to impact the bottom line (money or service) through networking with external constituents (clients, community leaders, politicians, investors, etc.).
* Volunteer for cross-departmental projects that promise to directly impact the org’s mission.

Attracting co-workers to surf your career turf:

* As a change agent (see career adventure #71)
* As an \*org-within-an-org voluntary \*triangle professional
* By creating a \*value stream for others to swim in
* Through \*team commercials
* Through \*teamwork tornados
* Via \*odd pods
* Via \*concentricity interdependencies

Enjoying your job more:

* Becoming a mission-arie
* Being where the “action” is
* Networking your way to greater career success
* Receiving promotions and raises



**JOB ADVENTURE 73**: Synchronicity (hatching two eggs into one chicken)

Synchronicity is a fancy word for a simple productive process: blending opposites into one new entity.

Insightful, creative, \*counterintuitive thinking synergizes a thesis (one point of view) and antithesis (a second, conflicting, POV) into a win-win synthesis of an agreeable third position:

**Thesis**: Employee pay raise (stable paycheck mindset)

**Antithesis**: Pay cut (stable paycheck mindset)

**Synthesis:** Commission or bonus pay (variable paycheck mindset)

**Thesis:** more 8:00 a.m. classes

**Antithesis**: Evening classes

**Synthesis**: Online class

Workplace benefits of synchronicity:

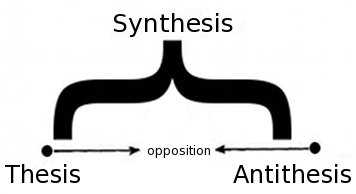
* Neutralizing boundaries between different org zones
* Conflict resolution
* Generating innovative progress for multiple constituents
* Strengthening WE pods
* Surfing two waves
* Team building

Turning two eggs into one chicken:

* Avoid attempts to compromise on the thesis/antithesis. Instead seek compromise on emerging synthesis (win-win) options.
* Include creative thinkers in your negotiating group, even if they are unfamiliar with the thesis/antithesis issues. Generating realistic synthesis options doesn’t always require technical expertise.
* During negotiating, maximize opportunities for everyone to participate in brainstorming (thus minimizing perception of domination by either side).
* Prior to the negotiating session, brainstorm (with co-workers) through as many win-win synchronicities as possible.
* Sell the win-win approach philosophy to everyone involved in the decision-making discussion.
* Sell the \*tangible intangibles of the synthesis options.

Enjoying your work more:

* Becoming a magician of creative thinking
* Enjoying constructive ways of pulling people together
* Enjoying the fruits of win-win outcomes

[](http://www.intersticeblog.com/2012/09/16/dialectical-thinking-part-1/)

**JOB ADVENTURE 74**: Tangible intangibles (transforming ideals into concrete results)

Organizations operate on the invisible intangibles of employee talents, thinking, feelings, ideas, and ideals. These intangibles create both visible concrete products and invisible services. Organizations themselves are intangible in the sense that bricks and mortar don’t think or produce anything--only org members do, but their thoughts, emotions, and character are intangible.

Organization intangibles

* Strategies, policies, protocols, rules, psychological contract, image, brand, traditions, politics, and plans
* Patents, copyrights, contracts, intellectual property, training programs, and digital records
* Employee talents, learning, experience, motives, communications, creativity, interpersonal skills, thinking processes, morale, teamwork, professional development, and feelings
* Customer relations, community relations, political ties, profit, financial statements, and stock prices

Intangibles → tangible results:

* Creativity → products → $$
* Experience → authoritative performance and outcomes
* Leadership → assignments completed → contracts fulfilled → $$
* Positive motivation/morale → cooperation → going beyond the goal
* Profit → physical growth, paychecks, inventory, new employees
* Rules, regulations, controls → status quo bureaucracy (operations by paperwork)
* Teamwork → 2+ 2 = 5

Harvesting intangibles:

* \*Ambidextrous productivity
* Authentic communication
* Employee empowerment
* Employee training
* Org ideals
* \*Orgs-within-an-org
* \*Surfing two waves
* \*Teamwork tornado
* Unisex (\*red and blue) organization culture
* \*WE pods

Enjoying your job more:

* Contributing more via your valuable pro intangibles
* Deeper appreciation of your co-workers
* Mastering invisible success

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjHiqH5lvzSAhVGZCYKHV6VAWYQjRwIBw&url=http://blogs.articulate.com/rapid-elearning/free-new-hire-orientation-template/&bvm=bv.150729734,d.eWE&psig=AFQjCNFRjSWxqu_AbsUgUNOhH6bQXEBxbg&ust=1490892862455911)

**JOB ADVENTURE 75**: Tango lesson (dancing smoothly with a jealous partner)

Even though everything looks so romantic in ballroom dancing, partners aren’t always “simpatico”; they have their jealousies and sniping. But, like one another or not, on the floor they have to cooperate and at least appear to get along. Organizations also have their fair share of employee and departmental rivalries; insiders and outsiders; grudge-carriers; and plain old arguments. They too have to carry on and look professional.

Dancing smoothly with a jealous partner:

* Alpha-male executive: follow his orders
* Credit-taker: give her credit
* Departmental rivalry over budgeting and staffing increases: offer to help them secure what they need
* Co-worker upstaging you for credit and attention from the boss: stay out of his or her way in the future
* Rival for a career promotion or award: wish them luck

The antidote for workplace jealousy: be more humble than the jealous person, and try to use positive reinforcement to build your relationship. A little bit of “positivity” often goes a long way with people who crave attention.

Authentic positivity in the workplace:

* Asking a co-worker to coach a struggling employee
* Describing the value of a co-worker’s recently completed assignment
* Learning from a co-worker
* “Tipping your hat” when you notice a co-worker’s success

Enjoying your job more:

* Fewer “bumper crunchers”
* Proactively building positive relationships
* Renewing attitudes
* Sharing credit with others

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjguIyAufzSAhUl0oMKHUv2AmQQjRwIBw&url=http://susannels.deviantart.com/art/Tango-530962403&psig=AFQjCNG5fbKxwx_8QtDJDyvsh1Ro3EPcAg&ust=1490901929288298)

**JOB ADVENTURE 76**: Tarzan career development (swinging on project vines into a value stream)

**Jungle** = the world of your org

**Vines** = project opportunities in your org

**River** = the value stream your projects create

Projects project your career into new, undiscovered jungle terrain where you can discover new, perhaps undiscovered, professional skills and contributions. When your role in one project is finished, drop back into the jungle “river” and swim and float to the next project.

Tarzan vine-swinging techniques:

* Bring \*ambidextrous skills (serving constituents both inside and outside your org) with you into each zone.
* Develop (professionally) nimble vine-swinging (jumping from org project to project) skills.
* Fertilize \*concentricity networks in your org to expand your three pro zones: \*Z of contributions; \*Z of influence; \*Z of interdependencies.
* Swing and swim in the jungle using \*triangle professional skills (leadingmanagingmanaging) to demonstrate your insider’s knowledge of jungle terrain (org \*value streams).
* Also see \*discovering yourself professionally (job adventure #18) for more perspective on pro-development.

Jungle survival skills (tools of a mature pro):

* \*Creating your own jobs
* \*Delphi feedback process
* \*GPSing (Group Productivity Sites)
* \*Interdependency maps
* \*Marrying your organization
* \*Pro quality balance sheet
* \*Surfing two waves
* \*Tornado teamwork
* \*Value stream swimming

Enjoying your job more:

* Adventuring in a pro jungle
* Empowering yourself to scout out the jungle of your org
* Scouting out new, career-building opportunities in your own org
* Taking control of your job



**JOB ADVENTURE 77**: Team balance sheets (the net worth of teams)

Financial balance sheets tell a story about a company’s historical performance and future performance possibilities through highlighting the firm’s assets and liabilities. Team balance sheets do the same thing for non-financial, qualitative factors. So why balance sheets? They are your team’s true identity, because they reflect team member actions and priorities. Balance sheets reflect the team’s overall personality and professional capabilities. So, why qualitative instead of quantitative? Because numbers don’t tell the story of what makes a good team.

**Team qualitative balance sheet:**

Categories of qualitative team assets: project productivity, clients, technology, reputation, morale, leadership, change capability, robust budget support

**Categories of qualitative team liabilities**: dissatisfied clients, overworked team members, festering team conflict, declining budget, lack of competitiveness

**Personal team member balance sheets:**

Assets: Professional skills and competencies; leader/follower capacity; learning ability; flexibility and adaptability; communication and relational skills; team spirit

Liabilities: Preference for working alone and independently of others; weak people skills; limited professional experience; poor networking skills

**Team constituent balance sheets:**

Assets: Loyalty to your team; providing your team with timely operations feedback

Liabilities: Overly critical and demanding; unclear about what they want from your team; deal with your team in an impersonal manner

Teaming up for quality balance sheets:

* All three sheets require group feedback, because that’s the only way they can be truly balanced (subjective vs. objective insights).
* There are no “right” answers, just accurate vs. inaccurate observations.
* Like financial balance sheets, qualitative ones must be periodically revised to reflect changing realities.
* Since qualitative reality requires objective insights, all three constituent groups (the team as a group, team members individually, and the team’s outside constituents) must provide input (preferably using the \*Delphi approach).
* Don’t view team “liabilities” as “negative”; they are opportunities for improvement that might have otherwise slipped by.
* Why individual team member balance sheets? Because balance sheets are supposed to represent reality, not PR; and because everyone has professional liabilities. Might as well admit what team members already know, and empower them to help one another in a positive, authentic manner.

Enjoying your job more:

* The better you know yourselves as a team, the more you can accomplish as a team and as individuals.
* Think of you team as an orchard; might as well grow together.
* Transparency pays big dividends to everyone involved.

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjbwo7fqf7SAhXF5yYKHaIEBVYQjRwIBw&url=https://pixabay.com/en/photos/orchard/&psig=AFQjCNHh2bHe5IxpAgoxe4hptzImaGST5Q&ust=1490966626424106)

**JOB ADVENTURE 78**: Team bill of rights (working the right way)

Foundational team member bill of rights:

* The right to receive fair, professional treatment from the team coordinator, team leader, and from fellow team members
* The right to participate in team decisions and processes
* The right to maximize the number of personal contributions made to the team
* The right to grow professionally in better service to the team

Psychological bill of team rights:

* Right attitude (positive progress)
* Right expectations (quality contributions)
* Right mission (our constituents)
* Right professional ideals (service)
* Right work environment (fertile)
* Right working relationships (WE > me)

Productivity bill of rights:

* Accountability via group assessment
* **C**eeds of progress: cooperation, communication, coordination, confidence, competency
* Constituents before the team.
* Everyone a leaderfollowermanager (\*triangle professional)
* Qualitative measures of success

Working relationships bill of rights:

* Honesty
* Non-exploitative (self-agenda driven)
* Them > Us > You > Me
* Transparency of motives/agendas

Enjoying your job more:

* Foundation for a positive workplace
* Group and personal accountability
* High expectations for group and individual behavior
* Psychological harmony at work

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjtrKbLsv7SAhWBbSYKHUs6B1sQjRwIBw&url=http://fortune.com/2015/10/29/happy-productivity-work/&bvm=bv.151325232,d.eWE&psig=AFQjCNHKdSh5bNCxpapBrg0A9P-ke38wLA&ust=1490968967080803)

**JOB ADVENTURE 79**: Team commercials (what we do for you)

Teams serve numerous “CONs” (constituents) both inside and outside organizations: departments and divisions; executives and the board; investors; clients; suppliers; community and government officials, and fellow team members. Team members must know plenty about all of these constituents, but how much do CONs know about the team? How can they know? Via team commercials--not the irritating TV type of commercial, but more like an “infomercial.” Team commercials aren’t psychological come-ons; they promise only what the team can actually do. But what is that? ↓

Team-ercial stage 1: **What we do for you**:

* Who’s we: team website team profile
* Product or service package: team portfolio of professional skills and services offered
* Needs met: team repertoire of services
* How you will benefit from our team-work: write to order for individual clients

Team-ercial stage 2: **How we do it**:

* Productivity protocols: individualizing to client’s specific needs; information feedback flows; how the team’s pro portfolio is put into action
* Costs: service fee estimates; budget for project resources
* Time components: time flows for project-stage completions

Team-ercial stage 3: **What we do next**:

* Forecast of future productivity flows from client
* Forecast of future resource mixing (your team + other teams involved in a project)

Enjoying your job more:

* Know you, know your team; know your team; know you.
* Maximizing the professionalism of your team
* Simultaneously hyping your career and your team’s “career”

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjkzt7qxf7SAhXGRyYKHfHsAUsQjRwIBw&url=https://www.ntta.org/whoweare&bvm=bv.151325232,d.eWE&psig=AFQjCNG_Z-Z02GNwCJ6MhpF5Kyt8SykB6A&ust=1490974141306760)

**JOB ADVENTURE 80**: Team CONtributions (What WE accomplished)

Teamwork is rarely stretched far enough. When we think of a team, right away we think of its various members and stop there. But we forget to think about those outside the team who regularly interact with it--who the team serves and who serves the team. When you include outsiders, a team’s\*zone of contributions and \*zone of influence are greatly magnified in size and impact. To fully evaluate the full contributions of a team, the contributions of those who serve the team must be included with team members contributions. Team contributions = who the team served + who served the team.

Maxing team member (TM) contributions:

* Concentricity (overlapping TM interdependencies and commitments)
* Digitally-backed (“virtual”) team organization and coordination (digital calendars, chat room, desktop sharing, conference calls, telecommuting, video conferencing, intranet, etc.)
* Empowered triangle professionals: moving in and out of leading + following + managing as situationally required
* TM internalization of the master mission/goals
* TM productivity niches (matching responsibilities to capabilities)

Team-constituent mutual contributions:

* \*Agenda-blending
* \*Counterintuitive innovative thinking
* Feedback exchange
* \*Modificationment
* \*Team-CON bill of rights

Enjoying your job more:

* Forming new WE pods
* Giving > taking
* Letting team members do what they do best
* Two-way contributions

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwj2y7fK0_7SAhVFKCYKHe4CBfMQjRwIBw&url=https://dribbble.com/shots/2236704-We-Matter&bvm=bv.151325232,d.eWE&psig=AFQjCNF_PdWl7wFS_RQ8GNhTfz-fzFkUuQ&ust=1490977813613162)

**JOB ADVENTURE 81:** **TE**am **N**eeds (planning needs seeds)

TMs = team members; CONs = constituents

|  |  |  |
| --- | --- | --- |
| **NEED** | **FUNCTION** | **SEED** |
| 1. \*Ambidexterity | Pros who can create value for CONs both inside and outside the org | A mixture of technical/quantitative and administrative/qualitative TMs who empower the team to create value for people both inside and outside the org |
| 1. \*Concentricity | Sharing productivity responsibilities with org members outside your work zone | Working/networking for a variety of cross-discipline projects throughout separate areas of the org, thus diversifying your pro network and extending your team’s zone of influence. |
| 1. \*Empowerment | The freedom to manage your own work to a significant extent | \*Triangle pros on your team capable of and equipped to create teamwork synergies |
| 1. \*Interdependency maps | A prioritized list of who you need most to perform your job well and vice versa | Inter-departmental project work and \*concentricity |
| 1. \*Manyvation | Being motivated to excel by a more than $$ | Strong interdependency alliances within your team and \*concentricity partners elsewhere in the org |
| 1. \*Niche-picking | Contributions specialties of individual TMs | Job contributions > job descriptions and development of \*ambidextrous pro skills |
| 1. \*Org with an org (OWO) | The real org you work for: your OWO and TMs | Empowered informal teams of \*manyvated employees |
| 1. \*Triangle pros | Those skilled in leading, following, and managing | \*Ambidextrous TMs capable of engaging in overall team administration |
| 1. \*Value streams | What TMs create that clients value | Interdependency networks/projects that work sequentially producing different phases of a product or service |
| 1. \*WE pods | TMs who share/support similar pro goals and ideals | \*Concentricity, \*contributions assessment reports, and \*surfing two waves |

Enjoying your job more:

* Fast wheels professional development
* Leaving your footprints on the “beach” of your org
* Shaping the infrastructure of your part of the org

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiltoLY24DTAhVK6SYKHdn2CCkQjRwIBw&url=http://firstlinkbh.com/?portfolio%3Dseeds&psig=AFQjCNHl40zeoFAgfUDSw1rKrDCXhXWShQ&ust=1491048756986545)

**JOB ADVENTURE 82:** Team résumé (resume your success)

If professionals have résumés, so should teams. Success creates positive feelings and dealings, so you and your team might as well swell once in a while.

Why team résumés?

* A good team résumé makes hay during the organization’s budgeting season.
* Focus on two-way contributions: team to constituents and CONs to team.
* Résumés are a constant reminder of team contributions and service (to others and one another).
* Team résumés are a constant reminder that \*WE pods are more productive and valuable than alone zones.
* Team résumés are an excellent marketing tool for team constituents served inside and outside the organization.
* Team résumés complement \*team balance sheets--one reflects the other.
* They build team pride, passion, and purpose.

Play with your team résumé:

* Digitalize it for online use.
* Have fun with résumé awards won by the team or its individual members.
* Keep it informal, breezy, and fun.
* No need to brag—the résumé speaks for itself.
* Picture productivity samples.
* Picture team members individually and as a group.
* Quote satisfied customers.

Enjoying your job more:

* Increased motivation serves your team and its constituents.
* Individual success comes from group success and vice versa.
* Work is more enjoyable when it makes your résumé shine.

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwipiK6E44DTAhWC3SYKHUShDxMQjRwIBw&url=https://vimeo.com/user9896379&bvm=bv.151325232,d.eWE&psig=AFQjCNFG8mqkW-X7YK-4XK9GZqV-oa90Xw&ust=1491050738523713)

**JOB ADVENTURE 83:** Team chat groups (the team blender)

Pro chat groups are EZ to set up, maintain, and use. They pretty much manage themselves via:

* Announcements bulletin board
* Digital library of team policies, protocols, people, priorities
* \*Empowe-ring
* Hyper-fast medium for quickly orienting new team members
* Ideal feedback zone for anything team-worthy
* Interdependency network
* Keeping team members up-to-date on team pursuits/events/news
* Non-stop brainstorming machine
* Q&A headquarters
* Team member relationship blender

The team chat group problem-solver:

* Check with me if you need any info about the newest company insurance changes.
* How long has Fast Wheels rental been our client?
* What do I need to know from yesterday’s meeting?
* Who can fill in for me next Thursday?
* Who know how to fill out an international travel expense form?

A team chat group resembles:

* 7-11: quick service
* Cable TV: entertaining
* Country club: members
* DVD movie: See only what you want, when you want, as many times as you want.
* Library: stuffed with information
* Movie theater: Something is always popping.
* Parrot: It talks all the time.
* Pop music: changing and evolving
* Social media: 24/7 access with privacy options
* Tap water: It’s free.
* Uber: always available
* Wiki: Anyone can critique and add to the information.

Enjoying your work more:

* Quick-stop networking
* Security blanket
* Deal-maker
* Professional partner 24/7

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiw-vu0_oDTAhVEJiYKHez0BAsQjRwIBw&url=http://oduinn.com/blog/2016/03/22/human-etiquette-for-more-effective-group-chat/&psig=AFQjCNENaPuIWHMxVhvOt-aGeIWeFRnHKA&ust=1491058063196035)

**JOB ADVENTURE 84:** Thinkin’ funny (storming your brain)

* EBAY should allow college students to bid on grades. Need 8 more points to pass an exam? What’s your bid?
* How about a real fast-food franchise: the faster you eat/leave, the less you pay.
* How many members of the Mormon Tabernacle Choir would have to quit singing before you could hear the difference?
* How many times would the Sahara desert be able to fill up the Grand Canyon?
* If lawns could be stolen, how quickly would yours disappear?
* KSMILE radio: where the news is always good; the weather forecast is always 70 degrees and clear; and your favorite sports teams always win!
* Should highways have a designated speeder’s lane?
* The entire NCAA college basketball tournament could be finished in one day if they played 30-second games (since the last 30 seconds determines the outcome of every game in basketball). And speaking of basketball, wouldn’t it be cool if scoring was random: each basket counted anywhere from 1-10 points?
* What are the odds that at a pot luck supper, everyone brings the exact same food item?
* What’s the most effective diet plan? (eating with chopsticks)
* When are they gonna make Reese’s Peanut Butter Cups as big as a Frisbee?
* Which parts of your body disappear first if you overdose on fat-burner pills?

Group brainstorming works best when people loosen their grip on reality just a tad a la the thinkin’ funny questions above. Brains constrained by organization rules, regulations, and right answers are in no condition to stimulate innovative workplace ideas. That’s why brainstormers are advised not to start critiquing shared ideas until all of them are on the table. The brain’s analytical zone is separated from the creative thinking zone. How brainstorming “ideation” is conducted determines the results. Athletes use stretching routines to limber their muscles for action; creative thinkers stretch with silly takes on reality.

Additional creative thinking stimulus:

* Group writing of limericks
* Listening to George Carlin comedy routines
* Reading sentences backwards
* Scrambling secnentes beweten teh frfist dna lsat words
* Watching the Three Stooges

Enjoying your job more:

* Breaking out of one brainwave pattern into a different pattern
* Getting a gee-whiz reaction from fellow co-workers
* Having fun with a serious agenda

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjmuaaulIHTAhWBNSYKHUlnA2gQjRwIBw&url=http://upliftconnect.com/brainwaves/&bvm=bv.151426398,bs.2,d.eWE&psig=AFQjCNF7vTCp48U0KfJOcD0Hlj5J25tdXg&ust=1491063924750069)

**JOB ADVENTURE 85:** Tornado Teamwork (career twisters)

Imagine the good tornados could do if they were constructive instead of destructive. That’s what virtual teams are, as they whirl people, opportunities, resources, ideas, clients, and partnerships in productive/constructive directions. Virtual teams (VTs) are no different from “regular” teams, except that they make greater use of digital technology to communicate and coordinate team activities. That’s because virtual team members are not all located in the same physical area (like a department or physical work zone). Thus, many team members (TMs) work together virtually via email, texting, telecommunicating, traveling, etc. VTs are built for 21st century project organizations on a global scale.

VTs are mini-tornados because they: spawn projects spread across many organizational, geographical, and technological boundaries…coordinated by person-to-person and person-to-technology interactions…to synergize multi-tasking, real-time projects…impacting multiple constituent groups. In other words, VTs

get-er-done big-time.

And look what these constructive tornados do for their TMs:

* Draw off massive global resource pools: financing, technology, markets, career networking
* Empower flex-time, flex-location career-making jobs
* Enable pros to work on multiple projects simultaneously
* Provide “steady work” for pros with niche specialties (global supply chains, international law, language translators, etc.)
* Provide career-expanding travel opportunities

The qualitative skill set of virtual tornado pilots:

* Drive for making things happen, not just “working”
* Global, big-picture outlook
* Holistic workplace, \*triangle pro administrative know-how
* Human diversity interactive savvy
* Zest for new experiences, learning on-the-fly, and working with dynamic people in dynamic environments

Enjoying your job more:

* Ditching the status quo
* Global career reach
* Making constructive things happen
* Multiple quality working environments

[](http://www.thetopfree.com/free-vectors/Animal/double-tornado-cartoon-material-with-white-background.html)

**JOB ADVENTURE 86:** Traffic light work zones (go; hesitate; stop)

These triangular traffic lights help you steer workplace productivity traffic based on the level of employee qualitative skills in two zones: (1) professional skills and responsibilities; (2) interpersonal sophistication

**3 LEVELS OF EMPLOYEE ASSIGNMENTS**

**Green** (GO) light: only basic technical skills needed; working mostly alone or around, but not with, others

**Yellow** (HESITATE) light: special education technical skills required; working interdependently with others

**Red** (STOP) light: pro experience for making judgment-call responsibilities needed in a multiple-constituent productivity environment

Job traffic lights: INTERNALIZATION OF ORG MISSION: (1) Green light: Assignment does not directly impact org mission; (2) Yellow light: Assignment does not have to impact org mission, but does impact the productivity of co-workers ; (3) Red light: Assignment directly impacts mission and requires sophisticated interpersonal skills

Job traffic lights: CONSTITUENTS SERVED

* Green light: Assignment impacts internal, lower level org employees in relatively minor ways (maintenance, paperwork)
* Yellow light: Assignment mainly impacts the efficiency (time and cost control) of org production projects, but not effectiveness (quality control and constituent satisfaction)
* Red light: Assignment affects important external constituents (clients, investors, etc.) and hence directly impacts the org mission

Job traffic lights: PRODUCTIVITY APPROACH

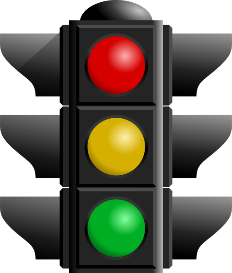
* Green light: Supervisor instructs employees what, when, where, and how to do complete low-mission-impact assignments
* Yellow light: Employees manage their own/group work on the technical or efficiency dimension of sophisticated internal org assignments
* Red light: Professionalized employees use interpersonal skills and competitive experience to deliver value to the org’s more important constituents

Job traffic lights: ADMINISTRATIVE APPROACH

* Green light: Basic-skill employees follow job instructions along with work rules and regulations
* Yellow light: Technically-skilled employees who are willing to let the most-experienced and senior co-workers informally call the shots
* Red light: Professionalized employees do whatever is necessary to fulfill mission-goals within the boundaries of the org’s prevailing psychological contract (\*PsyConology)

Enjoying your job more:

* Keeping diverse employees happy and productive via situationally-appropriate job/work approaches
* Using different strokes for the success of different folks inside and outside the org

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwi87pbHwIjTAhUp4oMKHWbhDdgQjRwIBw&url=https://www.quora.com/Why-arent-there-any-traffic-signals-in-Bhutan&psig=AFQjCNHwtYB4b-HvCfjjFrNF_U_rG84yXg&ust=1491316329114913)

**JOB ADVENTURE 87:** Transformational employee benchmarking (qualitative process innovation)

Benchmarking is the ancient art of swiping product designs from competitors: taking apart the market’s best sewing machine and building yours around a similar design. But putting out a copy-cat sewing machine doesn’t transform or improve anything, especially your organization’s competitiveness. The 21st century demands a qualitative transformation of workplace PROcesses: employee self-management; team guidance; \*triangle administration; \*value-stream steam; and employee-led work design. The key to this employee-guided transformational benchmarking is continuous communication/feedback. Listening via \*Delphi process transformational questions makes innovative productivity more glistening:

**Anonymous employee background Information statements** to assess

employee readiness for work process innovation. (Y = yes; N = no)

1. I don’t like to depend on others to get my work done.
2. I learn new job skills quickly.
3. I like to lead others.
4. I like working alone more than with others.
5. I prefer doing the same type of work most of the time.
6. I prefer to manage my own work whenever possible.
7. I prefer to work with people I have worked with before.
8. I want to be responsible for the work I do.
9. I would like to have more job responsibilities.
10. I would like to learn more job skills.

**Anonymous open-ended Delphi feedback questions** to generate

potential transformational ideas for workplace innovation

1. If you began working on a self-managed team, what productive niche would you want to fill?
2. If you could create a new job for yourself, what would it be?
3. In what ways could you be more productive with a flex-place (not always working in the office) option?
4. In what ways could you be more productive with a flex-work (not 825) schedule?
5. In what ways do prefer working alone? With others?
6. In what ways would you want to lead in your job? Follow? Manage?
7. To what extent do you enjoy working on projects with people from other areas of the organization?
8. What do you feel are your main job contributions now?
9. What new job contributions would you like to make in the future?
10. What project work currently going on in our organization would you like to be part of?
11. What skills do you have that your job is not taking advantage of?
12. What would increase your capacity for self-management?

Enjoying your job more:

* Becoming more empowered to succeed
* Making new contributions and adding new value to your org
* Shaping your career destiny

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwi5gcih94jTAhUT42MKHfREDnsQjRwIBw&url=http://www.cwav.org/feedback&bvm=bv.151325232,d.cGc&psig=AFQjCNGDgECuw5I7bFm1C9G6wVP4HbgZOA&ust=1491330986556091)

**JOB ADVENTURE 88:** Triangle Professionals (leadingfollowingmanaging)

L= envisioning the NEW

F= voluntarily supporting L’s

M= coordinating L’s & F’s

Triangle pros (LFM-pros) Lead, Follow, and Manage (LFM) as circumstances require; they don’t restrict themselves to just one or two administrative activities. In fact, you really can’t separate/isolate the three functions, because they’re so interconnected. LFM-pros don’t engage in each activity one-third of the time, but they do move in-and-out of them continuously. LMF pros are at home in OWOs (\*orgs-with-an-org) where no one is formally in charge, requiring self-appointed OWO members to leadfollowmanage.

Understanding LFM triangular realities:

* FLM zones in 21st century orgs include informal (non-official) OWO teams; cross-departmental project groups of largely self-administrating technical employees; and internal and external value-creating (\*ambidextrous) employees.
* Leaders don’t give orders, because people committed to the leader’s new reality voluntarily follow them. Org members who have to give orders to get something done are “commanders,” not leaders.
* Many organizations label employees as “leaders” or “managers” and refer to non-titled personal as “followers” (or subordinates). This traditional (military) approach implies that only employees so designated are qualified and approved to lead and manage, overlooking the very obvious reality that LFM refers to action verbs describing what employees do, not what they “are.” 21st century innovation-driven orgs require self-managed employees and teams and thus encourage all employees to actively pursue leadingfollowinmanaging.
* No followers, no leaders.

**Angela’s informal LFM work for her cross-departmental global supply chain project team (OWO)**

|  |  |  |
| --- | --- | --- |
| **informal LEADING** | **informal FOLLOWING** | **informal MANAGING** |
| **1L**. Angela suggests several new OWO members with technical expertise to serve as informal, in-house consultants available to advise project team members. | **1F.** Angela volunteers to make phone calls for 2 OWO members who needed feedback on several of the new client prospects. | **1M**. Angela coordinates logistics for the 2 OWO members (in 1F) to meet and greet the team’s 2 new clients. |
| **2L**. Angela represents her OWO in 3 HR meetings considering the pros and cons of using temp engineers on the supply chain planning board. | **2F.** The leader of Angela’s project team asks her to write up a summary of the meetings for OWO team members. | **2M.** Angelasets up a Q&A session between her project OWO and the head of HR. |
| **3L**. Angela advises the project manager on global supply chain logistics (Angela’s pro specialty). | **3F.** The project manager asksAngela if she is able to work up a preliminary budget, and she agrees to. | **3M.** Angela gets the budget approved by org finance. |

Enjoying your job more:

* Empowerment to work as a complete professional
* Following your plan for personal professional/career development
* Voluntarily influencing events in your part of the org

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjXkcT-wovTAhVmVWMKHUs-DqoQjRwIBw&url=http://invigoratemedia.com/&bvm=bv.151426398,d.cGc&psig=AFQjCNE-cjQFQiBCdqb2ZvW4iX935l4_NA&ust=1491420093732375)

**JOB ADVENTURE 89:** **Turf Surf** (See all of Hawaii.)

Most employed people work in specific geographical “units” of specific organizations performing specific authorized job duties, supervised by specific insider/official unit officials. Their “unit” is their turf (home base). In most other “units” of the org, however, these same “home town” people are often viewed as “aliens”--unknown workers typically ignored or shown little respect: computer geeks, administrative freaks, HR leaks, and mechanics who fix squeaks. These org “units” are actually part of the silo organization (\*silosophy), with numerous disconnected \*Lego block structures on alien turf: spread-out org departments, projects, divisions, or geographic zones (geographic divisions and subsidiaries; franchises; departments; projects; power hierarchy levels; investor groups; products/services; and external constituents). Unit outsiders become aliens when an organization becomes so large, its diverse units turn inward and view other units as competitors/usurpers of budget funding, staff additions, project control, promotions and pay raises, etc. Employees working for the same organizations are apt to view one another as aliens when they are geographically or administratively separated/isolated.

Orgs and their \*silo employees informally protect (rules, regulations, production protocols, \*psychological contract, etc.) their turf from “aliens” by: (1) appointing one employee as the authority to act for an entire org unit; (2) not sharing unit budgets with other units; (3) housing most employees in one “official” unit only; (4) dealing with all employees via a centralized (HR office) generic protocol (interview, hiring standards, compensation parameters, etc.) that de facto ejects alien employees; (5) requiring all employees to use the same protocols for conducting work on their designated premises: (6) using an ID (password, entry card, official work hours, time clock, etc.) exclusive to each org unit. The resulting silo mentality resembles a group of tourists who spend two weeks in Hawaii on only one of the eight islands but see nothing of the other seven exotic locations.

Orgs structured around \***concentricity** (working partnerships of overlapping pro interdependencies between units) don’t have an alien mentality because of the many productive partnerships generated by: (1) thinking differently, perhaps innovatively; (2) grinding down status quo routines and mindsets; (3) using their network to generate new jobs and career opportunities; (4) circulating information, feedback, and changed realities through out-of-touch org units; (5) pushing unit “regulars” to change, improve, and develop new perspectives of org success.

How to get org members to surf different turf (turn aliens into productive partners):

* Classify employees by skill inventories (instead of traditional job descriptions) so they can “surf” (be “hired out”) for projects on different turf (islands).
* Coordinate productivity through self-managed individuals and teams, rather than traditional supervisors, office managers, etc.
* Invite aliens (so they don’t have to proact on their own) onto to multi-unit project teams.
* Melt “unit” walls via temp/modular working areas (private and shared), reserved in advance for the duration of multi-unit projects.
* Use highly experienced/qualified former aliens as informal consultants within multiple org units.

Enjoying your work more:

* Concentricity orgs are career-opportunity machines.
* Enjoy all of the Hawaiian Islands!
* Insiders work together better than outsiders.
* Partners are much better to work with than aliens.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiEtK6RxZDTAhUM82MKHexdA6kQjRwIBw&url=http://www.janeresture.com/hawaii/&psig=AFQjCNFC_ggGIG077TzE_zr9-nXRRyfA7w&ust=1491592462489463)

**JOB ADVENTURE 90:** **Unlearning for Progress** (We don’t always do it that way.)

Don’t ever learn to speak another language in a border city, or you’re likely to pick up a “pigeon” version of the language and then have to unlearn all of the mispronunciations, slang, and out-of-date words. Ignorance is sometimes preferable to being sorely misinformed.

**Changing Organization and Workplace Realities to Unlearn:**

|  |  |
| --- | --- |
| **UNLEARNING** | **21st CENTURY NEW LEARNING SAVVY** |
| 825 work | no longer fits the 21st century flex-time/place workplace. |
| Deadlines | are becoming increasingly irrelevant in the digital, real time work world. |
| Departments | have been replaced by virtual teams that cut across organizational boundaries, geography, and time zones. |
| Employee surveys | are a waste of time without full, authentic employee feedback. |
| Followers | are more important than leaders, who can produce little on their own. |
| Glass ceilings | for women are cracking given the superior job performance of women in tradition male professions |
| Hard work | is now innovative work. |
| Job descriptions | must give way to contributions descriptions. |
| Jobs | are your creation. |
| Leaders | don’t command; they create new opportunities for their org and its members. |
| Management by goals | is now management by an internalized mission. |
| Managers, supervisors, and bosses | are becoming obsolete. High-tech 21st century employees must manage themselves due to the reality of real time work virtual teamwork and project group leadership. |
| Meetings | are nearly impossible to schedule in the flex-time/place workplace. They are superseded by 24/7 digital communication venues: chat groups, podcasts, digital calendars, intranets, etc. |
| Overtime work | has been superseded by 24/7 personal/professional flex-lives. |
| Promotions | are increasingly being replaced by creating your own new or “stretched” jobs. |
| Quantifying | isn’t nearly as revealing as qualitative info in the innovation-first 21st century. |
| Secretaries | are disappearing, being replaced by group/team administrators. |
| Staff | is now temporary teams and project specialists. |
| Teams | require a new breed of mission-focused employees with excellent interpersonal and self-management skills. |
| Technical skills | are now less professionally important than interpersonal/team skills. |
| Win-lose | has transformed into win-win. |
| Working alone | is the low opportunity zone. |
| Your (multiple) careers | are now temporary, evolving, and self-managed. |

Enjoying your job more:

* Organizations are quickly becoming more humanized.
* The younger you are, the less you have to unlearn.
* There has never been a better time for women to work than now.

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjZyrWav5LTAhVM44MKHa2ODrkQjRwIBw&url=https://hereticalpoetical.com/2016/04/10/creating-learning-unlearning/&psig=AFQjCNFGcEfJWEBaVvJUM9fPScBEz3A56g&ust=1491659568706253)

**JOB ADVENTURE 91:** **Value-Stream swimming** (gold nuggets in your stream)

To survive and thrive, organizations create a variety of valuable products/services for the variety of constituents they serve. Multiple constituents + multiple products/services + multiple employees + multiple org value streams. As in the Gold Rush days of the 1840s and fifties, some streams yield more gold nuggets than others; some are longer streams than others; some trickle into a dry non-stream. Streams have a life and identity of their own.

**Swimming in Your Value Stream (VS)**

|  |  |
| --- | --- |
| Does your VS sometimes flood its banks? | Fail to coordinate with other VS’s? Go beyond budget? Interfere with other with other project VS’s? Wear you or your team out? |
| How big is your VS? | Alone zone work for you or a few partners? Big enough to affect other areas of your org? Multiple interdependent partners? Diverse constituents? |
| How fast moving is your VS? | Starter-upper trickle? Steady flow of constituents (CONs)? White water rush of CONs? |
| How predictable is the flow of your VS? | Meandering CON demand? Predictable work requests? Stop and go temp projects? Dammed up demand for your output? |
| What do you personally contribute to your VS? | What everyone else does? \*Triangle professional? Innovativeness? Maintaining or altering the status quo? |
| What does your VS carve out? | Niche services for one-of-a-kind CONs? Innovative products/services? Increased market share for your org? Better job/career opportunities for employees? Professional development? |
| What is most valuable in your VS? | Employees? Financial budget? CONs? Avoiding mistakes? Profit? Technology? Teamwork? |
| What other streams, tributaries, rivers, or oceans does your VS flow into? | Other areas inside your org? Outside your org? Multiple, diverse CONs? |
| What slippery rocks are in your VS? | Lack of interdependency in who you work with? Empowerment to manage your own work? Support of the org mission? |
| How fast moving is your VS? | Planned? Real time? Unpredictable? Largely controlled by an empowered team? Backed by loyal CONs? |
| Who else swims in your VS? | Team members? Diverse internal and external CONs? Project managers? |
| Who values your VS most? | Inside your org? Outside the org? How much do you value the stream? |
| Why does your stream sometimes trickle instead of flow? | Financial funding? Innovative ideas? \*Concentricity? Lack of pro empowerment? |

Enjoying your job more:

* Creating value = creating job satisfaction
* Strong output value recreates itself over time.
* When your value stream flows, so does your career.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwj1-u6c-ZnTAhUl94MKHaa4Dc0QjRwIBw&url=http://www.gettyimages.co.nz/detail/news-photo/aerial-view-of-soda-lake-and-its-tributaries-alkaline-water-news-photo/146141128&bvm=bv.152174688,d.cGw&psig=AFQjCNG5S39aIdkRuDkyiILhxLMHKdZMQA&ust=1491915665754509)

**JOB ADVENTURE 92:** **Vapor Trails** (Keep watching the skies.)

Vapor trails (“sky art”) form when the hot exhaust (exceptional employee productivity) of airplanes (organizations) mixes with the cooler outside air (clients served), forming artificial clouds (signs of progress). Vapor trails (employee recognition) don’t directly cost anything but are memorable (motivational). Vapor trails get noticed and admired (appreciated) by just about everyone (on a team) outdoors on a nice blue sky day (of employee recognition). High-flying productive teams keep watching the skies (signs of soaring team member contributions) out of pride for member achievements and sacrifices.

|  |  |  |
| --- | --- | --- |
| **ARENA OF PROGRESS** | **EXCEPTIONAL PERFORMANCE** | **VAPOR TRAIL** (symbol) |
| Employee empowerment | Pro employees can set their own in-office hours. | Yoga flex |
| Innovative thinking | Substituting a team chat group for regular weekly in-office meetings. | Boiling water |
| Interdependency synergies | Computer code writers and client reps team up to meet with clients. | Pitcher-catcher nods |
| Mission internalization | New employees throughout the org accompany sales reps 3 times to better understand the org mission and how to sell it to clients. | Group sky-divers |
| Making the org its own community | Participating in \*keys to the community” project. | Opening a door |
| \*Org-within-an-org informal leadership | A member of the transportation dept. invites sales reps and product managers to provide feedback on better product shipping procedures and supply chain efficiency. | Email or text |
| Pro development | Various org technicians serve as informal consultants to answer executive and board member questions about tech-related issues. | Call center employees |
| Setting productive \*precedents | Employees participate in setting assignment completion deadlines | Roll call |
| \*Sunsets | Warehouse employees voted down an experiment with starting work at 6:00 a.m. | Election voting booth |
| \*Tornado teamwork | Emilio, previously a vehicle mechanic, was transferred with a pay increase to the parts dept. where a bi-lingual employee with car parts savvy was needed. | Traffic cop |
| \*Triangle pro | The complete project manager | Full suitcase |
| \*WE pod decision-making | Buying what the org unit is selling | Sports fans |
| \*Win-win outcome | Partners after the same outcomes | Trapeze act |

Enjoying your job more:

* Positive reinforcement of meaningful workplace contributions
* Sharing ideals with co-workers
* Spreading around the \*4 I AMs

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjk-oeTwZLTAhVj94MKHdXeDu4QjRwIBw&url=http://licensing.pixels.com/featured/vapor-trails-david-pyatt.html&bvm=bv.152174688,d.cGc&psig=AFQjCNHNGooSbxTKybgToV6QNMzohgTC-Q&ust=1491660040819666)

**JOB ADVENTURE 93:** **WE pods** (workplace pronouns)

The me-us-them-they-we**-**you workplace really boils down to the separation between ME&WE.

How do me and we fit together professionally?

**ME-WE options**:

1. me
2. MEwe
3. Me\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_we
4. mememememememememememememememememememwe
5. mewemewememewemewememewemewememewemeweme
6. mewe
7. we\_\_\_\_\_\_\_\_me
8. weme
9. we

Getting to WE:

|  |  |
| --- | --- |
| **WE builders** | **1-10**  **WE impact rating** |
| Authentic communication | 7 |
| \*Delphi gold | 8 |
| \*Four I AMs | 6 |
| Non-\*silo org structure | 6 |
| \*Odd pods | 4 |
| \*Orgs with the org | 8 |
| Participative decision-making | 9 |
| \*Prisms | 4 |
| \*PsyConology | 5 |
| Shared ideals | 8 |
| Shared mission | 10 |
| \*Surfing two waves | 5 |
| \*Tango lesson | 4 |
| Team chat groups | 9 |
| \*Team tornados | 10 |
| \*Triangle professional | 5 |
| \*Value stream swimming | 8 |
| \*WE pods | 10 |
| Win-win | 5 |
| Work interdependency | 10 |

(Also see job adventure topic 94 that follows.)

Enjoying your job more:

* Continuous we-building
* Easier, more enjoyable paths to success
* Improving org culture
* Professional belongingness

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjW_MKTu5PTAhVM2oMKHaniCI4QjRwIBw&url=https://www.we.org/&bvm=bv.152174688,d.cGc&psig=AFQjCNGigUwAd5cfy8BngstpQb4xzpdF4w&ust=1491692840368099)

**JOB ADVENTURE 94:** **WElcome to Our Team** (TLC assets that breathe)

Most employees don’t expect to participate in organization decisions that affect them, such as being assigned to a new team project. But when they receive a genuine welcome by team members, a lot of positive things immediately fall into place. The following simple set of WElcome questions are an excellent way to begin the matriculation:

* What role would you prefer on the team?
* What are some things you would like your team to know about you?
* What are some things you would like to know about your team?
* What are you looking forward to in your work and activities?
* What contributions do you most want to make in your work?
* How can we help you make these contributions?

Org members feel welcome in most any work setting when they:

* Are given the opportunities to come through for the team
* Are consulted on things that affect them professionally
* Feel they are wanted and accepted on the team
* Fill a unique productive niche within the team
* Regularly receive constructive feedback on their contributions

**Team \*WElcome pods**: brainstorming sessions; CORE sessions; Delphi feedback; grafting co-workers; keys to the community; my expectations; picture reality—Rorschachs; professional selfies;

scenario-building the future; team balance sheets; team bill of rights; team commercials; team CONtributions; team needs; team resume; team chat groups; value stream swimming; vapor trails

(All of the above topics are covered as “job adventures.”)

Why teams are WE pods:

* Multiplied brains, talents, expertise, experience, back-up, insights, value streams
* Shared productivity, accountability, accomplishments
* Socialization, friendships, partnerships, projects, group dynamics
* Synergy: we accomplishes more than me

Enjoying your job more:

* Being part of something bigger than yourself
* Having a professional home
* Infinite opportunity to contribute, share, and just be there

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiU7Yvp6pXTAhUC5oMKHdqOCiMQjRwIBw&url=http://cyrchiro.com/about-us/meet-the-team/&bvm=bv.152174688,d.amc&psig=AFQjCNExIkxKpyLesrAVQiA3SQPJNttXFA&ust=1491774309858861)

**JOB ADVENTURE 95:** **What Starts Your Car and Drives You** (your work quirk)

If people really work for money, why then do they spend it? We’re not after the money, but rather what it buys.

#1

|  |  |  |
| --- | --- | --- |
| **Starts your car** | **Rank 1-5** | **Drives you**  **% of 100** |
| Security/comfort |  |  |
| Entertainment |  |  |
| Power |  |  |
| Service |  |  |
| Status |  |  |

#2

|  |  |
| --- | --- |
| **Starts your car** | **Ways you want your org to fulfill each need** |
| Security/comfort |  |
| Entertainment |  |
| Power |  |
| Service |  |
| Status |  |

#3

|  |
| --- |
| **Types of job assignments that motivate you most** |
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|  |
|  |
|  |

#4

|  |
| --- |
| **Types of job assignments you currently have** |
|  |
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|  |

#5

|  |
| --- |
| **Job or career changes needed to fulfill your motivational needs profile** |
|  |
|  |
|  |
|  |

Enjoying your job more:

* Matching your motivational needs with the kind of work you most want to do
* Steering your job in the direction you most want to travel

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjhwsao2ZfTAhVB0oMKHaEoDNsQjRwIBw&url=http://www.yourcarinsurancequotes.net/driving-your-car-without-an-insurance-is-a-strict-no-no/&psig=AFQjCNEcYkybzp3Ubiif38hLVP1bq8kQvg&ust=1491838344322860)

**JOB ADVENTURE 96:** **Win-Win Grin** (dealing-making without faking or breaking)

When I can’t get what I want unless you don’t get what you want, we’re both in trouble. You lose what you wanted, but I lose, because I got what I wanted at your expense. The organization also loses, because our working relationship is now (negatively) personal instead of (positively) professional. Our personal conflict may well lessen our professional cooperation. Win-lose outcomes hurt both employees and their organization.

Moral of the story: Win-lose outcomes in organizations hurt everyone involved professionally in the long-run.

Emotional causes of win-lose frowns: Compromises viewed as loss-of-face or political power; forced compromises that both conflicting parties are loath to swallow; office politics domination mentality; personal agendas (ME zone promotions, raises, awards, status, etc.); overcoming professional commitments; professional agendas (profit, competitive strategies, org politics, etc.); ignoring personal employee needs (employment security and career progress); unequal priorities for supporting organization constituents: departmental budgeting; executives vs. “lower level” employees; full-time employees vs. temps; travel budgets, etc.

**Lackluster-thinking causes of win-lose frowns**

|  |  |
| --- | --- |
| Lack of win-win compromise ideas/options | No brainstorming or use of \*Delphi feedback |
| Lack of focus on serving clients | Taking them for granted; leaving them out of the conflict discussion; PR-ing them; sweet-talking them with sweet deals |
| Misconceptions of what constitutes winning and losing | Is winning really getting our way? Is intelligent compromise not winning? Will short-run winning make us long-run losers? Will winning = a political or reputational loss? |
| Non-authentic discussion tactics | Standard manipulative political tactics: half-truths; ignoring the question asked; “talking points” galore; vague threats; “alternate facts.” |
| Overlooking \*synchronicities | Were the combatants so dull that they couldn’t figure out a third option better than the each of the two options on the table? |
| Poor time strategy | Short-term (“forced”) outlook; ignoring the conflict for the time being; strangling momentum by dragging out the proceedings |

The win-win grin: Backing off red hot conflicts for a cooling period; compromise as mutual cooperation, not conflict; constituents first; feedback, participation, constructive ideas; separating personal interests from professional responsibilities; WE zone discussions; what’s good for us professionally, not necessarily personally

Enjoying your job more:

* Building a civil, positive workplace and a winning culture
* Neutralizing land mine personal agendas
* Spending more time and energy on winning than on conflict

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjz4_TBnpjTAhWk64MKHeLrCkQQjRwIBw&url=http://www.oneyearmba.co.in/insead-negotiation-myths-mistakes-2-0-the-new-rules-of-win-win-negotiation/&psig=AFQjCNFbR35AkjBfjzf1rdnUSOftaMKpmQ&ust=1491856958134482)

**JOB ADVENTURE 97:** **Workplace Magnets** (whistle while you work)

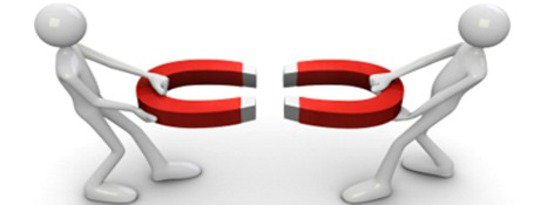
When you’re driving to work, what drives you to get there? Those on-the-way-to-work thoughts are workplace magnets with their dual polarities: the positive vs. negative forces that pull you around during the work day. Unlike true magnets, workplace magnets don’t have to be half positive and half negative. In fact, you can control them to a great extent, so that on most days, your drive to work can have a strong positive polarity. You might even catch yourself whistling while you work.

|  |  |  |  |
| --- | --- | --- | --- |
| **NEGATIVE MAGNETS** | **MENTAL MAGNETISM** | **POSITIVE MAGNETS** | **MENTAL MAGNETISM** |
| 825 jive | Clock-watching | Self-management empowerment | “I’m a professional.”  “I’m accountable for what I do.” |
| Contributions taken for granted | Absence of the 4 I AMs | \*Holistic workplace | Professional lifestyle flexibility |
| Ducking agenda wars | Office politics stress and insecurity | Teamwork and your unique work niche | WE > me  “I need others to succeed, and they need me.”) |
| Few constituents to serve | Few service opportunities | \*Creating your own job opportunities | Maxing my performance and contributions to the organization |
| Few opportunities to participate in things that affect you | “I don’t matter much around here.” | Sending and receiving the  4 I AMs | “I’m productive, appreciated, needed, and unique.” |
| I’m in the dark  (silo syndrome) | “What mission? What change? What problem?” | Swimming in several \*value streams | “My work matters and is worthwhile.” |
| Job description straitjacket | Minimizing your pro talents and contributions | Professional development opportunities | Career dynamism and exciting work |
| No teamwork niche | “Who am I professionally?” | \*WE pods | “I belong. I’m part of something bigger than myself.” |
| Same old same old routine work | “Who cares?” | An org mission you support and contribute to | Career advancement  A positive org profile |
| Staring at the status quo | B-O-R-I-N-G  Static career | Positive people and productivity | People you look forward to working with and serving |
| Win-lose outcomes | Survival of the fittest org culture | Variety of interesting assignments | “It’s five o’clock already?” |
| Working alone | Sitting in a ME pod | Constituents you enjoy serving | “I’m getting paid for this?” |

**Enjoying your job more:**

Happiness is pretty simple: someone to love, something to do, something to look forward **to**.

(Rita Mae Brown)

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiAm9T9hJrTAhUL2oMKHUm2BysQjRwIBw&url=http://innerself.com/content/living/science-a-technology/6130-magnetism-how-human-energy-affects-things-and-people.html&psig=AFQjCNGoEou-IkFvianJQSfVZj8RjFdxWw&ust=1491918758332710)

**JOB ADVENTURE 98:** **Zone of Contributions** (export markets for your job value stream)

Who benefits from your work besides yourself? That’s your zone of contributions. As obvious as that sounds, who really knows? Our work flows through many \*value stream tributaries, constituents, and unknowns. How many people consult a bookkeeper’s financial statements? Bosses, executives, bankers, investors, brokers, regulators, newspapers, and screens. “Yikes, sure hope it was accurate!” says the invisible, nervous bookkeeper. Contributions are our footprints left on the beaches of organizations. Soon to be washed away; soon to re-appear. The contributions we make for our organization and myriad constituents are even more important than the money we make in the process. The financial statements may not have been very important to the bookkeeper, but look at the others who needed them. Contributions are perhaps the ultimate in things taken for granted by others. But you can be proud of them, especially if you can somehow tract their trail of benefits.

|  |  |
| --- | --- |
| **CONTRIBUTIONS** | **BENEFITS** |
| Building \*WE pods | We’re together now. |
| Circulating the \*4 I AMs to deserving employee, especially invisible ones | My work really does matter. |
| Doing your job well, because others can’t do their job well until you do (workplace interdependencies) | Sustaining productive synergy and holding the org together (gravity) |
| Empowering other productively | Boosting employee/organization potential |
| Flooding multiple \*value streams | Exporting value to others |
| Generating \*qualitative performance standards | People > numbers |
| Good service to constituentsboth inside and outside your org | Pops the popcorn of your organization |
| Impacting the org mission | Achieving the most difficult to do in any organization |
| Informally leading \*orgs-within-the-org | Making things better for everyone simply because you want to |
| Initiating cascading positive change | Positive change lives a thousand productive lives. |
| Making good-judgment judgment calls | Successfully tightrope walking across Niagara Falls |
| \*Meantoring people into greater productivity and professional success | Leading co-workers into fertile turf instead of quicksand |
| Patching up \*gapology in the org | A stitch in time saves nine. |
| Providing feedback to others and networks | Spreading reality |
| \*Setting the table for leadership | Setting co-workers up for success with their own contributions |
| Thinking innovatively and changing the status quo | Status quo is Latin for the mess we’re in. |
| \*Win-win outcomes | Win-win means grin-grin. |

Enjoying your job more:

* Even a bad day at the office feels better if you made a positive contribution to something or someone.
* The S in service doesn’t have a dollar sign on it.
* There is no shortage of ways to make your workplace a better place.

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwj48LjpqJrTAhUB1WMKHReHCZsQjRwIBw&url=http://money.usnews.com/money/blogs/outside-voices-careers/articles/2017-02-28/celebrating-employee-appreciation-day-like-a-boss&bvm=bv.152174688,d.cGc&psig=AFQjCNEV1c69ZRpmiXdFljSKMoq5sy_vRw&ust=1491928415298432)

**JOB ADVENTURE 99:** **Zone of Influence** (professional fingerprints)

**I**nterdependence

**N**etworking

**F**ollowing

**L**eading

**U**nity

**E**quipping

**N**ew

**C**hange

**E**xcellence

Positive (serving others) influence isn’t power--it’s better. Power forces things to happen; influence allows better things to happen. Negative (self-serving) influence paralyzes progress.

**Expanding your zone of influence**:

\*Concentricity

\*CON-tact

\*Delphi feedback

\*Empowe-ring

\*Feedback with Starbucks

\*Four I AMs

\*GPSing

\*Interdependency maps

\*Org within an org

\*roadMAPs

\*Scenario-building the future

\*Teamwork

\*Value stream swimming

\*WE pods

Enjoying your job more:

* Influence > affluence
* Leaving a professional legacy
* Making things better and better things happen

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiBlqH9rZrTAhUC1GMKHWl6B_0QjRwIBw&url=http://www.quickbase.com/blog/becoming-a-better-influencer-4-most-effective-influence-tactics-part-i&bvm=bv.152174688,d.cGc&psig=AFQjCNHbKLM1OzWcjenbFhL71JIP3oBNHg&ust=1491929825042701)

**JOB ADVENTURE 100:** **Zone of Interdependencies** (your one-stop-shopping headquarters)

Your job depends on others more than on you. You depend on them; they depend on you. So organize! Have each person in your interdependency zone fill out the simple form below to map it out for coordination, communication, and cooperation benefits.

**Your zone of interdependencies (ZOI)**

|  |  |  |  |
| --- | --- | --- | --- |
| Org insiders you depend on most (listed in order of overall importance to you) | What you depend  on them for | Org outsiders you depend on most (listed in order of overall importance to you) | What you depend  on them for |
| 1. |  | 1. |  |
| 2. |  | 2. |  |
| 3. |  | 3. |  |
| 4. |  | 4. |  |
| 5. |  | 5. |  |

(Add more roles are needed)

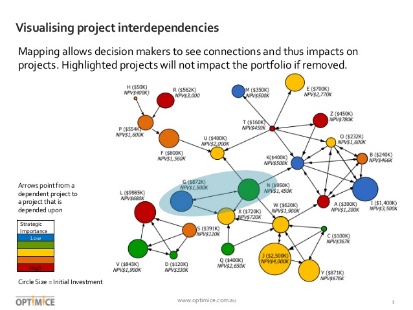
Notice that your team consists of people both inside and outside your organization. That’s because project teams “corral” the totality of member interdependencies: administration functions; client service; information/feedback; decision-making and problem-solving; maintenance, etc. Your team might extend across several organizations: your clients, suppliers, outsourcers (computer firms, accountants, maintenance service firms, etc.), and sometimes even your competitors.

Managing interdependencies productively:

* Communicate proactively (making, rather than waiting, for things happen) with ZOI partners for max awareness of mutual productivity needs and changing realities.
* Coordinate partnership activities via a mutual intranet site and/or chat group for ZOI members.
* Invite partners to attend monthly \*CORE sessions and to participate in the intranet site or chat group (if available).
* Prioritize time devoted with ZOI productivity partners by how much you depend on professionally.
* Serve your ZOI as an informal \*triangle professional, thus stretching your interdependency “quotient.”
* Treat ZOI partners as constituents you serve: with “TLC” (tender loving care).
* Use the above matrix as your ZOI “org chart.”

Your pro interdependency quotient: Capacity for win-win compromise, cooperation, and coordination (managing); Interpersonal skills based on service > domination; appreciation > exploitation of others; fairness > domination; Patience with partners; \*Triangle professional skills (simultaneously engaging in leadingfollowingmanaging; understanding and promoting the big picture (holistic synergy) of multi-employee projects

Enjoying your job more: Building your productivity network; continuous professional development and org-reality updates; increasing job contributions and security; mastery of 21st century work culture

[](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwiz8_fLxo3TAhWm8YMKHSgLAjgQjRwIBw&url=http://www.slideshare.net/Optimice/faster-and-better-project-portfolio-decisions&psig=AFQjCNGhGqkgTgMuMfafyuEFXk6NDBr7RQ&ust=1491489694258844)