UNLEASH THE MASTERPIECE

TRANSFORMATIONAL RHYTHMS

WHITE PAPER
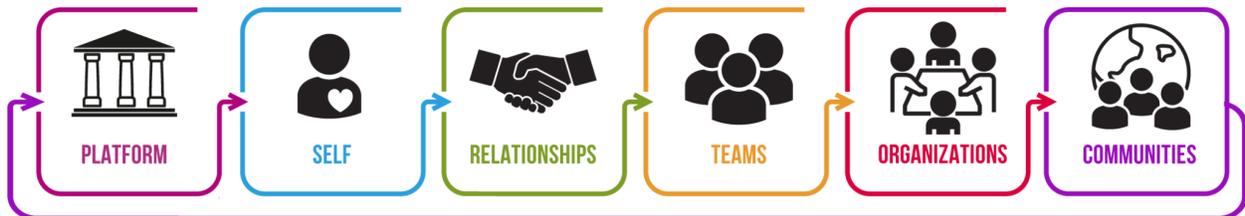
September 15, 2021

Revision 2.5

OUR PERSPECTIVE

We see and experience **Transformation** as ...

- **Unleashing the Masterpiece** ALREADY inside of us,

- **Engaging** everyone AROUND us, and

- Creating personalized **transformational rhythms** in the TENSIONS of our lives.

We believe that each and every person was born with a one-of-a-kind, authentic Masterpiece inside of them. We already have everything we need inside of us to experience transformation right now.

We believe healthy **engagement** with the individuals in our lives is a primary action for transformation in our lives. We do not need to change friends, addresses or jobs to experience transformation.

We believe that transformation comes from fully embracing the tensions in our lives, not from eliminating them. We need to create our unique, dynamic balance or **transformational rhythms** in the tensions of our lives.

UNLEASH THE MASTERPIECE

We believe that each and every person is a one-of-a-kind, unique Masterpiece. We believe that each and every relationship, group, organization and community has its own unique, collective Masterpiece. Unfortunately, this Masterpiece is far too often obscured, under-utilized, under-stewarded and sometimes lost entirely. In other words, this Masterpiece is far too often greatly restrained within us and within our relationships, groups/teams, organizations and communities.

Unleash the Masterpiece is a framework for transformation that has been researched, developed and experienced over the last 35 years and built on many more decades of history and wisdom. We endeavor to equip and empower everyone, everywhere to **Unleash the Masterpiece** in themselves, in others and in their relationships, groups, organizations and communities.

The program we built on this framework is called **Transformational Rhythms.** Our program can be experienced right *out-of-the-box*. Our program can also be customized for specific applications under our derivative-use license. Finally, our transformational framework can be used to develop completely custom content under a derivative-use license.

TRANSFORMATIONAL RHYTHMS

We believe that transformation is not a destination, it is an ongoing journey. We never arrive at the destination of being completely and perfectly transformed. Many aspects of this journey exist as tensions between extremes. Here are some examples of the primary tensions we navigate on this

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transformational journey: Ups *and* downs, successes *and* failures, wins *and* losses. Intensely personal experiences *and* experiences shared with everyone around us.

Navigating these tensions can be very difficult. We believe that transformation comes from fully embracing the tensions in our lives, not from eliminating them. We need to create our unique, dynamic balance or **rhythms** in the tensions of our lives.

We created the concept of Transformational Rhythms to help us manage all of the different tensions we will navigate on our transformational journeys. We can intentionally and proactively work to create and maintain a dynamic rhythm in each of these tensions. All of these rhythms can combine to create a beautiful, flowing harmony of transformation in and through our lives.

THE PROGRAM

The Transformational Rhythms Program we built on our transformational framework addresses the six different contexts of our lives: our common **platform**, **ourselves**, the **groups** and **teams** we hangout with, the **organizations** we work and serve in and the **communities** we live and interact in.
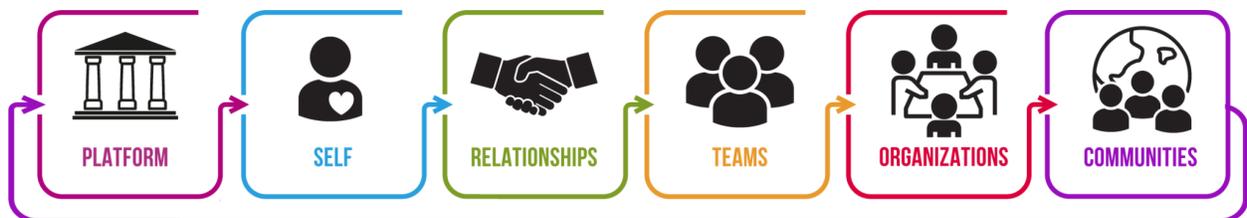

We have developed six different books (courses) to address each one of these six contexts. Each book (course) can standalone, but leveraged together they maximize transformation.

You can view all six books of the *Transformational Rhythms Series* on Amazon by clicking here.

The first book (course) addresses the **common platform** that supports each of the five life contexts:
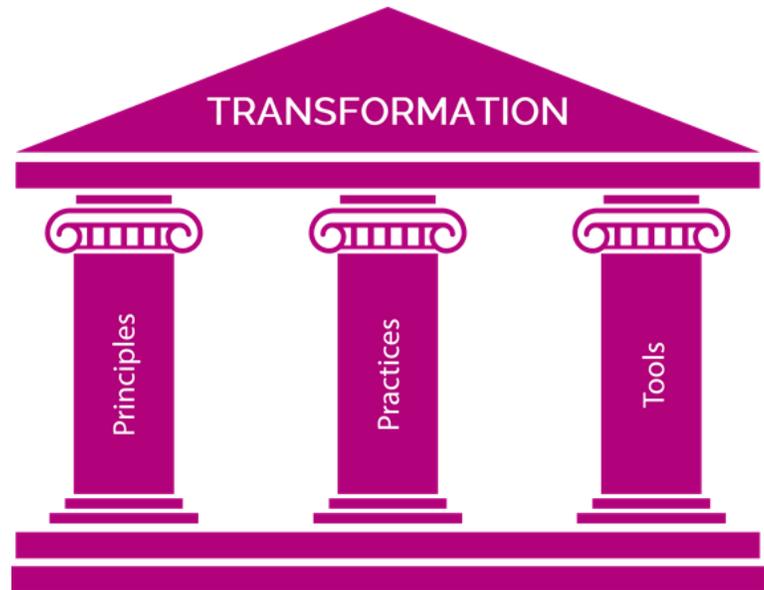
Transformational Rhythms (Platform)

Our **common platform** consists of what we call the Three Pillars of Transformation: **Principles**, **Practices** and **Tools**. These three pillars form the common platform that SUPPORT each of the other five contexts. In other words, ALL of the principles and practices discussed in the other five books (courses) are SUPPORTED by the **three common principles** that make up the first pillar, the **three common practices** that make up the second pillar and **the nine common tools** that make up the third pillar.

The Stacks

The remaining FIVE books (courses) each relate to five SPECIFIC contexts of living and have a very similar, repeating framework. Each of these five books (courses) has ten unique **skills** divided into synergistic pairs between five unique **practices.** The synergistic pairs of **skills** are opposite ends of a tension. Part of the **practice** of each synergistic pair of **skills** includes creating our own unique rhythm, or dynamic balance in the tension between the synergistic pair of **skills**. We have created custom graphics we call *stacks* to represent the **Five Practices** and **Ten Skills** for each context of life. We have written a book around each stack. Each book is available on Amazon in both softcover print and Kindle ebook editions.

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The second book (course) addresses the *SELF context*:

Five Practices and Ten Life Skills of
<u>Self Leadership</u>

FOUNDATION ORDER

These Practices and Life Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Life Skills we list is the base of the foundation, and every successive Practice and pair of Life Skills is built upon the ones that are underneath it.

The third book (course) addresses the *RELATIONSHIP context*:

Five Practices and Ten Influential Skills of
Personal Influence
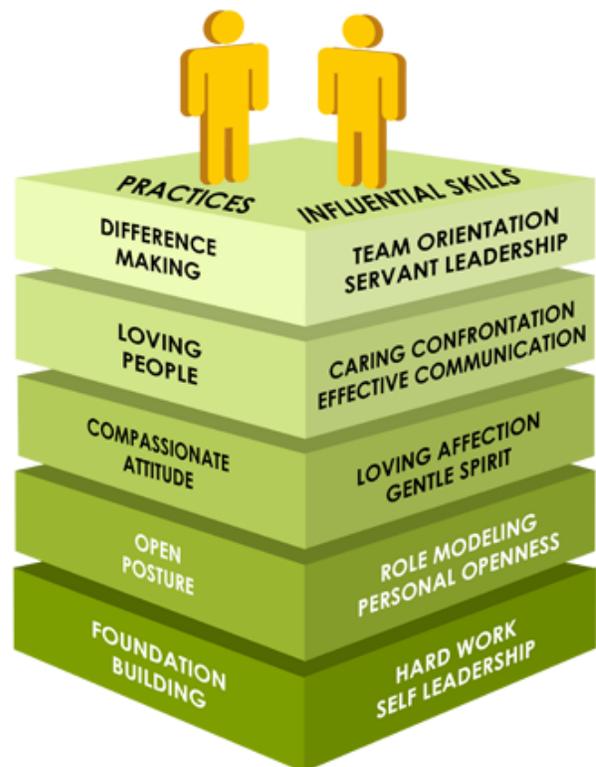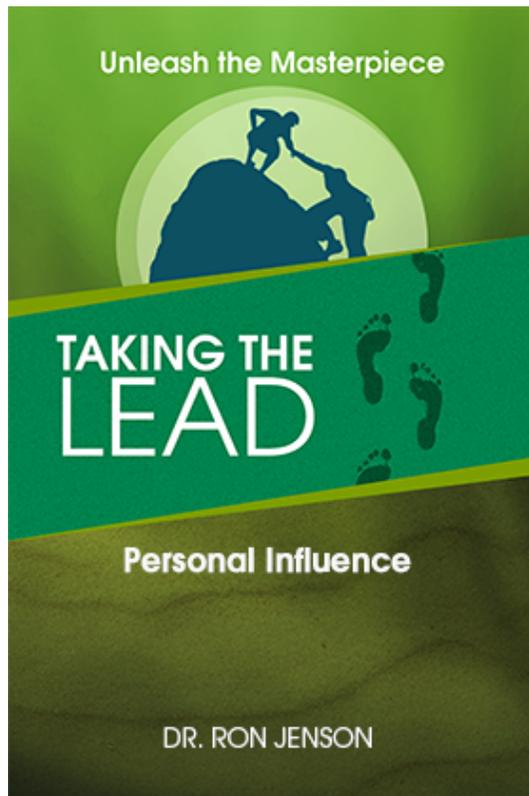
[Click here to view book on Amazon.com](#)

FOUNDATION ORDER

These Practices and Influential Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Influential Skills we list is the base of the foundation, and every successive Practice and pair of Influential Skills is built upon the ones that are underneath it.

The fourth course addresses the *group/team context*:

Five Practices and Ten Skills of
<u>Team Building</u>

FOUNDATION ORDER

These Practices and Team Building Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Team Building Skills we list is the base of the foundation, and every successive Practice and pair of Team Building Skills is built upon the ones that are underneath it.

The fifth book (course) addresses the *ORGANIZATIONAL context*:

Five Practices and Ten Organizational Skills of <u>Organizational Integrity</u>

FOUNDATION ORDER

These Practices and Organizational Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Organizational Skills we list is the base of the foundation, and every successive Practice and pair of Organizational Skills is built upon the ones that are underneath it.

The sixth course addresses the *community context*:

Five Practices and Ten Sustainable Skills of
<u>Community Building</u>

FOUNDATION ORDER

These Practices and Community Building Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Community Building Skills we list is the base of the foundation, and every successive Practice and pair of Community Building Skills is built upon the ones that are underneath it.

TRANSFORMATIONAL RHYTHMS - REVISITED

As stated earlier, we need to create our own, unique *transformational rhythm* between each pair of **skills** for each **practice** in each of the five contexts of life. Generally speaking, *Transformational Rhythms* manifest themselves in other ways besides between pairs of **skills**.

We also need to create our own unique, *transformational rhythms* between the various contexts of our lives. If we are out of *balance* in any one of the contexts, for example, our work life (organizational context), then the rest of the other contexts will suffer. We need to create transformational rhythms or dynamic balance between the contexts of our lives that change as our personal circumstances, needs, desires and seasons of life change.

The last general area of *Transformational Rhythms* we will address is between ups *and* downs, successes *and* failures, wins *and* losses. *Transformation* itself is also *rhythmic* in nature. If we can create the right *transformational rhythms* between ups *and* downs, successes *and* failures, wins *and* losses, we can develop and maintain transformation in our down times, our failures and our losses, as well as in our up times, our successes and our wins,

This concludes the general overview of The Transformational Rhythms Program. The remainder of this White Paper explores each of the six books (courses) in much greater detail. The following diagram introduces the official names and flows of each of the six books (courses):

COMMUNITAS
Community Building /
Social Enterprise

ORGANIZATIONAL INTEGRITY
Entrepreneurship /
Intrapreneurship

THRIVING TEAMS
Team Building

TAKING THE LEAD
Personal Influence

FOUNDATIONS FOR LIFE
Self Leadership

TRANSFORMATIONAL RHYTHMS
Platform

COURSE ONE:

<u>TRANSFORMATIONAL RHYTHMS (PLATFORM)</u>
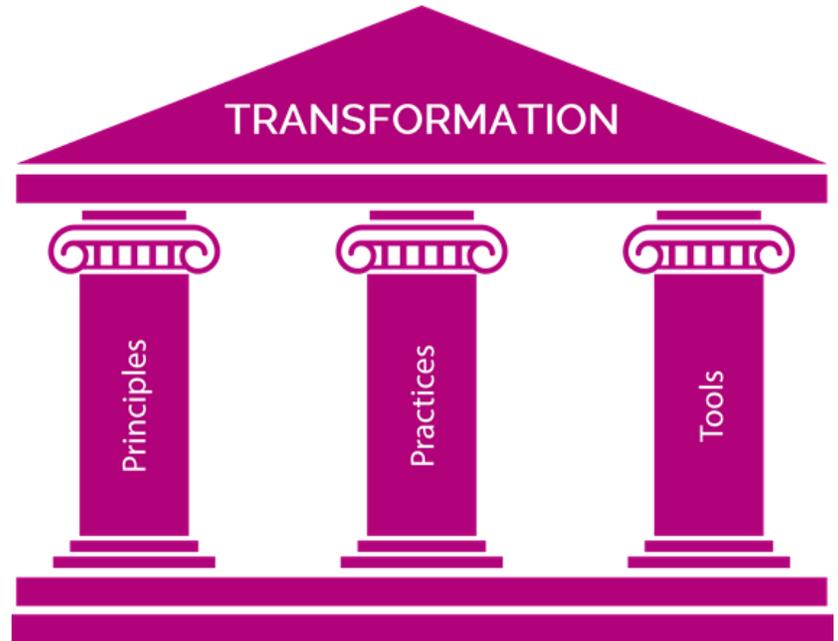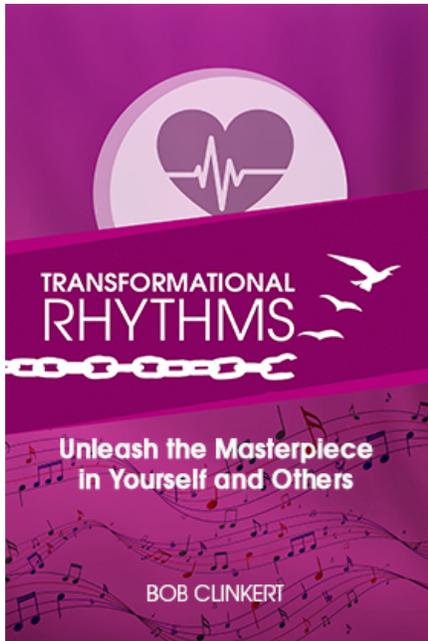
[Click here to view book on Amazon.com](#)

KEY CONCEPTS

Our Platform for Transformation is built on top of **Three Pillars**: **Principles**, **Practices** and **Tools**. Here is how we define the three pillars:

- **Principles:** act as guideposts along our transformational journey.

- **Practices:** repetitive, communal tasks of moving HEAD knowledge to the HEART.

- **Tools:** make Practice more effective and efficient.

THE MASTERPIECE JOURNEY

- Each and every one of us is a **one-of-a-kind, authentic masterpieces**, right now. This **Masterpiece** is often present mostly deep down inside of us, and can be brought to the surface on a journey we call *Unleash the Masterpiece*.

- This **Masterpiece Journey** is much more difficult to successfully navigate than we may think it is. Every single one of us has different kinds of dead-weight we are carrying on this journey, and different kinds of barriers and obstacles to overcome.

- The primary question that guides the **Masterpiece Journey** is:

  - How can every single one of us **still experience** genuine purpose, meaning, love, hope, peace and joy in our lives, in the **midst of all of the negative experiences** we have endured in the past, are currently experiencing in the present and will experience in the future?

- That question leads to another, even more important question:

  - What will we choose as the primary source of our purpose, meaning, love, hope, peace and joy: our **External Circumstances** or our **Internal Life**?

- **External Circumstances** consist of our resources, relationships and environment.

- **Internal Life** consists of our thoughts, attitudes, speech and actions.

- We have significantly more control over our **Internal Life** than over our **External Circumstances**.

- This choice between **Internal Life** and **External Circumstances** is not a one-and-done decision. It is a moment-to-moment decision we need to intentionally and consistently make throughout our lives.

- The **Masterpiece Journey** is about discerning between **External Circumstances** and **Internal Life**, and learning how to intentionally and consistently choose our thoughts, attitudes, speech and actions to be the primary source of our purpose, meaning, love, hope, peace and joy, and to fully identify, leverage and grow whatever resources, relationships and environment we have access to.

THE DETAILS

- <u>**PRINCIPLE #1: MASTERPIECE:**</u> Each of us was born with a **one-of-a-kind, authentic Masterpiece** inside of us.

  - We have the capacity to be **radically transformed** if we are willing to work hard.

  - Everything we need to live an abundant, meaningful life is **already inside of us**.

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- ○ Our unique Masterpiece is our **Authentic Self**.

- ○ Over the years, our **reactions** to the people and circumstances in our life builds up **layers of dysfunction** that hide our Authentic Self.

- ○ **Unleashing our Masterpiece** requires identifying, removing and replacing these layers, and slowing the growth of new ones.

- **PRINCIPLE #2: KNOWING:** Clearly states what we need to **know about knowing** in order to effectively **transform**.

  - ○ The types of knowing are **all required** to experience real and lasting transformation

    - Knowing how much you **do not know**.

    - Intimately knowing **ourselves**.

    - Authentically knowing **others**.

    - Knowing through **learning**.

    - Knowing through **experience**.

    - Knowing through **engagement**.

    - Knowing through **perspective**.

    - Knowing without **certainty**.

- **PRINCIPLE #3: RADICAL TEAMS:** There is a capacity for **mutual value add** between us and **every** person in our life.

  - ○ Every person in our lives has Value because each of them are a one-of-a-kind, authentic Masterpiece.

  - ○ We also have value because each of us is a one-of-a-kind, authentic Masterpiece.

  - ○ We have the potential to **add value** to every person in our life.

  - ○ We have the potential to **receive value** from every person in our life.

  - ○ Fully realizing this **potential** to add and receive value mostly takes hard work and practice.

  - ○ Some people in our life are easier to add value to than others.

  - ○ Some people in our life are easier to receive value from than others.

  - ○ The Radical Teams Principle states that we need to be **good stewards of the potential** we have with every person in our life.

- **PRACTICE #1: COMMUNITAS:** Balancing the tension between the **Individuals** in the community, and the community as a **Collective-whole**.

  ○ A **tension** exists between meeting the needs of the **individuals** and meeting the needs of the **collective-whole**.

  ○ A **tension** exists between meeting the needs of **ourselves** and meeting the needs of Other **individuals**.

  ○ The **Practice of Communitas** addresses these two tensions with different sets of **strategies** and **tactics**.

  ○ The **Individual Practice of Communitas** is the practice of **loving your neighbor**.

  ○ The **Collective Practice of Communitas** is the practice of **loving your neighborhood**.

  ○ The **Individual Practice** requires **mutual sacrifice** for the direct good of **specific individuals**.

  ○ The **Collective Practice** requires **mutual sacrifice** for the direct good of the **community Itself**.

  ○ **Individual Communitas** skills include **fellowship**, **relationship**, **nurturing**, **discerning** and **releasing**.

  ○ **Collective Communitas** skills include **awareness**, **advocating**, **collaborating**, **innovating** and **pioneering**.

- **PRACTICE #2: MIRRORING:** Reflecting **our perspective** of the attitudes, speech and actions of the people around us.

  ○ **Mirroring** will also be defined as **intentionally receiving** these reflections **from others** in our lives.

  ○ **Social Mirroring** occurs when an individual **chooses to conform** to their own perception of the social norms in their environment.

  ○ **Reactive Mirroring** is the **unhealthy Practice of Mirroring**, **Authentic Mirroring** is the **healthy practice**.

  ○ **Reactive Mirroring** changes what is reflected based on **personal biases**, **feelings**, **mood**, **preconceived ideas** or **self-motivated desires**.

  ○ **Authentic Mirroring** gives a **fully accurate reflection** based only on the vantage point of the person doing the mirroring.

  ○ **Reactive Mirroring projects** and **objectifies**, **Authentic Mirroring** provides opportunities for **self-awareness**, **friendship** and **transformation**.

○ The **Johari Window** is a four-quadrant framework that describes the areas where individuals need Authentic Mirroring the most.

  ■ **Open Areas** are areas known to ourselves and known to others.
  ■ **Blind Spots** are areas unknown to ourselves that are known to others.
  ■ **Secret Areas** are areas known to ourselves that are unknown to others.
  ■ **Undiscovered Areas** are areas unknown to ourselves and unknown to others.

JOHARI WINDOW

OPEN AREAS	SECRET AREAS
-Known to Self -Known to Others	-Known to Self -Unknown to Others
BLIND SPOTS	**UNDISCOVERED**
-Uknown to Self -Known to Others	-Unknown to Self -Unknown to Others

● **PRACTICE #3: CONTEMPLATION:** being **fully present** in the current moment of time.

  ○ **Contemplation** is always **Bigger** and **Beyond** our thoughts, attitudes, speech and actions.

  ○ **Contemplation** is Not: meditation, an escape from reality, or a method to control external circumstances.

  ○ **Fear, Unhealthy Desire** and distract us from the **Practice of Contemplation**.

  ○ This practice has four **Contemplative Elements:**

   ■ **Paying Attention**: Intentional **awareness** of what exactly we are currently paying attention to.

   ■ **Detachment**: Thinking, speaking and acting like there is no **permanent ownership** of anything, only **temporary stewardship**.

- **Everything Belongs**: Thinking, speaking and acting like **every moment** has opportunities for **growth** and **development**.

- **Identity**: Thinking, speaking and acting like we are human **beings**, not human **doings**.

- **TOOLS:** Make the **Practices of the Principles of Transformation** more effective and efficient.

  - **BELIEVE THE BEST**

    - This tool requires looking for the **best possible explanation** for everything that happens to you in life, everything that is said to you, and everything that is done to you.

    - It also means making up the **best possible stories** in your head about other people. It is not enough to simply try to STOP making up negative stories in your head. It is a deeply ingrained habit. It needs to be replaced, and the best thing to replace it with is the complete opposite.

    - This tool can **radically change your relationships**, especially with close friends, casual friends and acquaintances. It can also be used on your circumstances as well, whatever they may be. Try to view these circumstances from the best possible perspective, and with the **most gratitude**. It is not always easy, and you will probably suffer setbacks from time to time, but consistent practice will yield life changing results over the long-term.

  - **LEARN-APPLY-ENGAGE**

    - **LEARN** - We interact with some form of content to learn things we have not learned before, or to reinforce and add additional knowledge to things we already know to some extent. The vehicle for delivering the content might be a book, a newspaper, a radio show, a podcast, an online course, an in-person lecture, a slide show, a video, a movie and a conference or seminar. We are simply **receiving information** from one of more sources and **processing it intellectually**.

    - **APPLY** - This is the stage where we develop wisdom by trying to **put what we have learned into practice**. We can do this in safe, easy and low-risk ways, or we attempt to practice things that are difficult and have a higher-risk of failure. Wisdom can be developed effectively through **BOTH success AND failure**. Apply is what my friend Ron Jeson would refer to as the **live-it** part of the phrase **live-it-to-give-it** that we have discussed before.

- **ENGAGE** - This is the **give-it** part of **live-it-to-give-it**. Remember, to engage with someone is to have a **conversatio**n with someone on an **intentional topic**, with some degree of **transparency, vulnerability** and **accountability**. Transparency, vulnerability and accountability are the infinite aspects of this conversation. **Intentional topics** are chosen to help create **real, sustained transformation** in ourselves **AND** the people we are **ENGAGING**.

○ **HABIT REPLACEMENT**

- Our **authentic self** is the primary creator of **constructive habits**, and our **reactive self** is the primary constructor of **destructive habits**. The more free reign our reactive self has had in our lives, the more bad habits we have accumulated.

- Bad habits die hard. In fact, it is **impossible to STOP a bad habit**. The chemistry in your brain will not allow you to STOP a bad habit. If you wish to stop a bad habit, you have to REPLACE the bad habit with a good one. However, this is not a very straightforward or simple process.

- The process of HABIT formation is known as the **The Habit Loop** and consists of three parts - **cue (a trigger)**, **routine** (behavior - constructive or destructive) and **reward**.

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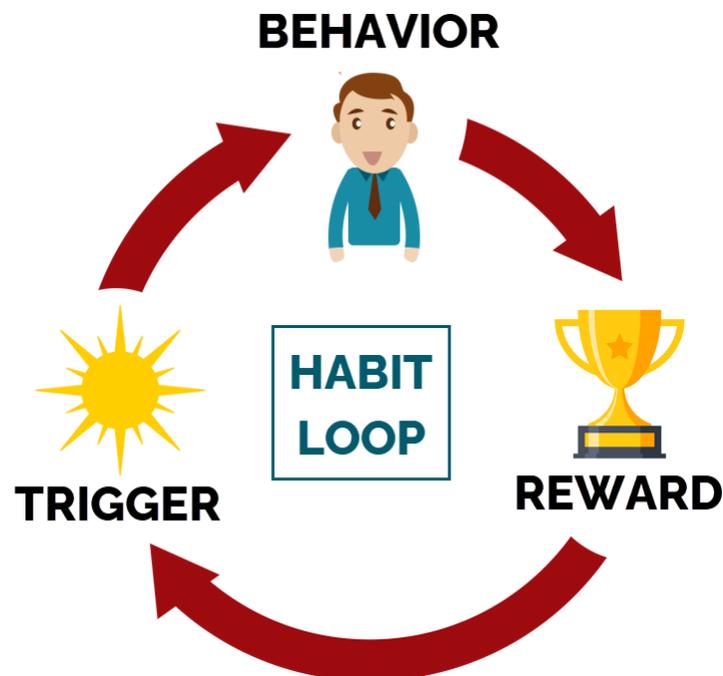
- ■ Triggers or cues can be very difficult to identify and may require you to do some personal research. Rewards can also be difficult to identify.

- ■ You can change the cues or triggers of a habit, you can change the reward of a habit, or you can change the routine or behavior. The **most effective** way to develop a new habit is by **changing the routine or behavior intentionally**, when you **understand the cue or trigger and the reward**.

- ○ **OWNERSHIP**

  - ■ Any time someone points out things that they see in us that are negative, we should try our best to immediately decide what part of this, if any, we **honestly need to own**. In most cases, there is **at least a little bit of truth** in the critical feedback we receive, whether it is meant to be constructive or not.

  - ■ Instead of your knee-jerk reaction pushing back and dismissing it entirely, **look for golden nuggets of truth** in what was said. We should try to be as discerning as we possibly can. If we are always able to glean even 1% gold each time we receive critical feedback, we are winning. Almost **every single person** in our lives can help us grow, at least to some extent.

  - ■ Please keep in mind that this tool is also helpful when dealing with praise and positive feedback. Sometimes praise is entirely genuine, other times there can be some amount of flattery in it, and still other times there may be some amount of pity and feeling sorry for us in the praise and compliments we receive. Just like we want to be discerning when it comes to negative feedback, we should also desire to be **discerning when receiving positive feedback** as well.

  - ■ This tool should **NEVER** be used to condone **ABUSE** of any kind.

- ○ **FOCUS ON A FEW**

  - ■ We need to be **wise and discerning** with how we **spend our time** and establish **appropriate boundaries** with the people in our lives. First and foremost this tool tells us that we need to invest deeply in a handful of relationships, and work hard to keep the other relationships in our lives at a casual or acquaintance level. In trying to develop deep friendships with too many people, we can lose the capacity for any deep friendships at all.

  - ■ Another key aspect of this tool further classifies how to discern who the few should include. Oftentimes, we can become obsessed with making an investment in someone who is not really willing or able to properly and fully receive that investment from us. This can be difficult to see, we can **squander a great deal of ourselves** investing in relationships that would never receive that investment,

while others around us who **are willing and able to receive that investment miss out**.

- Transparency, vulnerability and accountability are **key catalysts** for this particular tool. We need to be **willing to accept feedback** from others one how well our investments are being received.

○ **BREATHING**

- There are many different types of breathing exercises. **Box Breathing** is the one I like best and is what I will describe here. Feel free to use whatever breathing exercise works best for you.

- Breathe in deeply through your nose for four seconds, trying to fill your lungs completely. Try to breathe from your stomach using your diaphragm. From there, hold your breath for four seconds, then slowly breathe out for EIGHT seconds through your mouth. From there, hold your empty breath state for four seconds, and then begin the process over again.

- Any time you are **experiencing anxiety**, this tool can be used to settle you down to the point where you can think clearly and function effectively. Box breathing has **real physiological effects** on our bodies. It stimulates the vagus nerve and our parasympathetic nervous system. This in turn rapidly turns OFF the stress, hyper-arousal, and fight/flight responses. In addition, this blocks cortisol production and increases the production of endorphins which **reduces feelings** of anxiety and depression.

○ **EMPOWERMENT**

- This tool falls into two general categories, **internal** and **external. Internal empowerment** includes taking care of yourself physically, emotionally and mentally by creating habits around proper sleep, physical fitness, healthy eating and learning new things. The importance of these things cannot be overstated. **Your brain**, and by extension **your mind**, have to be **healthy** in order to create an environment to develop and sustain real transformation in your life.

- **External empowerment** comes from taking care of yourself **spiritually** by connecting with a **higher power** of some kind. For many people, this may mean creating a deeper connection with what they know as God, for others it may be spending time outdoors with nature, it may be trying to connect to the raw energy in the universe, or trying to connect with their ancestors. Whatever recharges our batteries spiritually is necessary to give us the energy we will need to develop and sustain real transformation in our lives.

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○ **PERSONAL HOME TEAM**

■ Each and every one of us has a **Personal Home Team**. This team consists of the people we choose to spend the most time with, and the people have the **deepest** transparency and vulnerability with. Please realize that this has nothing to do with the actual AMOUNT of time you spend or the DEPTH of the transparency and vulnerability. Your **Personal Home Team** is whoever you spend the MOST time communicating with at your personal **DEEPEST level of transparency and vulnerability** - even if that is at relatively small and shallow levels.

■ The people on your **Personal Home Team** usually include the people you **see every day**, or at least several times a week.

■ Your **Personal Home Team** can consist of more than one person, and each of those people never even has to meet or be together with you. You could have two or more friends who do not know each other and have never met each other, who form your **Personal Home Team**. Realistically, you could have **no more than five people** that are part of your **Personal Home Team**, because it would be difficult to have a high degree of transparency, equally, with more than five people. Most of the time, you will only have one or two other people on your **Personal Home Team**.

■ **You, yourself** can be the only member of your **Personal Home Team**. This, of course, is a **very unhealthy situation** to be in. This leads to very limited Self Awareness, which means you will likely keep experiencing the same problems over and over again. Your personal issues may never really get any better, because you are not even able to see them as they really were.

■ Another important aspect of your **Personal Home Team** is that you will **attract**, by default, people to your Personal Home Team **that have the same level of health that you have**. If you are unhealthy, your default will be to attract other people just as unhealthy, or a little more unhealthy than you are. If you are unhealthy, you have to follow a very intentional process, that is moderated and monitored by vetted, healthy people, to deconstruct and then reconstruct your Personal Home Team. Oftentimes the deconstruction - eliminating unhealthy, close friendships in your life, is very difficult to do.

■ This concept of **Personal Home Team** is a very unique and very important team concept that shapes us and impacts us in so many ways. If you do not have enough healthy people on your **Personal Home Team**, you have too many unhealthy people, or you just have yourself, you are going to be living a **diminished life**, and likely will not even be aware of it.

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- We need to choose our **Personal Home Teams intentionally**, **wisely**, and with the **feedback and accountability** from people who know us well, that have proven themselves trustworthy and healthy. The abundance of our lives and our ability to fully **Unleash the Masterpiece** depends in large part on the **Personal Home Team** we choose.

- As time goes on, a **Personal Home Team** can provide the **deepest levels** of transparency, vulnerability and accountability than can be experienced outside of possibly a uniquely committed relationship like a marriage.

○ **ENGAGE GROUPS**

- An **Engage Group** is a group of 3-16 people who **commit** to studying content together for the **purposes** of **developing and sustaining real transformation** in their lives, both individually and collectively. They will study, or learn this content together. Practice applying it in their lives together, and then engage each other in transparency, vulnerability and accountability for how well they actually are learning it AND applying it in their lives.

- An **Engage Group commits** to this **Learn-Apply-Engage** practice on a regular basis - normally weekly. The content that is studied can vary and should change on a regular basis to continually bring in new and fresh perspectives. This content can include sacred writings like the Bible. It can also include any content that can be transformative and be delivered in books, podcasts, videos, online learning or live events.

- Meeting **weekly** in **Engage Groups** and **doing life together** on a regular basis should become regular, consistent Transformational Rhythms in your life. Engage groups can be the catalyst for most of the real transformation we can experience in our lives, and can help us to **Unleash the Masterpiece** in Ourselves and Others on a consistent basis.

BOOK (COURSE) TWO:

FOUNDATIONS FOR LIFE - SELF LEADERSHIP
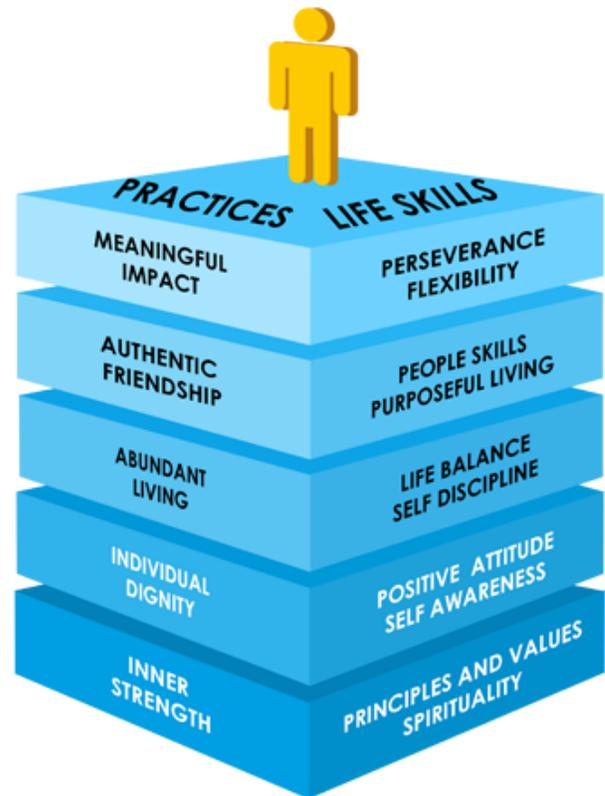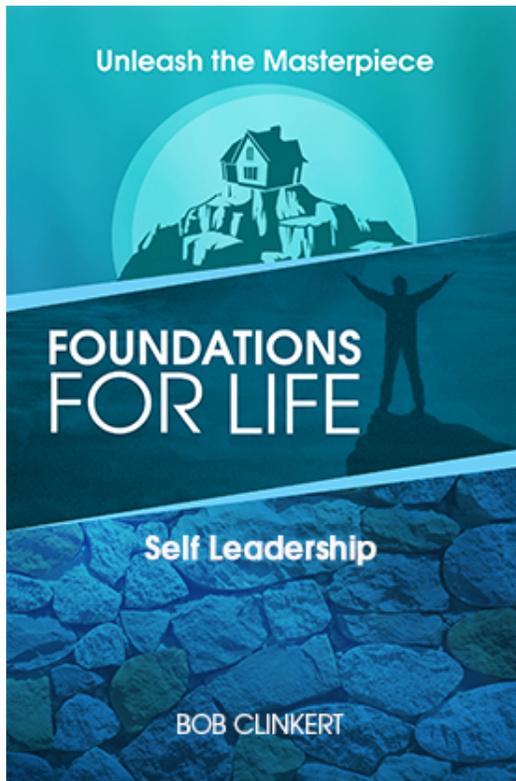
FOUNDATION ORDER

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KEY CONCEPTS

Unleashing the one-of-a-kind, authentic Masterpiece inside of each of us begins with leading ourselves well and extends beyond ourselves when we help other people lead themselves well.

- Self Leadership forms the Foundation for everything we do in our lives.

- If our individual self leadership foundation is solid, everything we build on top of that foundation: career, family, friendships, recreational activities and everything meaningful that we try to do will stand firm and withstand the difficulties life throws at us.
- If our individual self leadership foundation is weak or possibly even crumbling, even the best career, family, friendships, recreational activities and everything meaningful that we try to do will struggle to stay standing over the long-term.
- We are role models for whatever self leadership foundation we have, whether we intentionally choose to be or not.
- If we want those closest to us to have a solid Foundation for Life, we need to be willing and able to model what that looks like.

LIFE SKILLS SUMMARY

These Life Skills are being summarized in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Life Skill we list is the base of the foundation, and every successive Life Skill is built upon the ones that are underneath it.

- **Spirituality:** A sense of connection to something bigger than ourselves.

- **Principles & Values:** Virtues or moral principles that govern a person's or group's behavior.

- **Self Awareness:** Conscious knowledge of one's own character, feelings, motives and desires.

- **Positive Attitude:** Positive sentiments or feelings override neutral or negative interactions and experiences.

- **Self Discipline:** The ability to control one's feelings and overcome one's weaknesses.

- **Life Balance:** Proper prioritizing between career / vocation, physical, mental and emotional health, leisure, friendships, family and spirituality.

- **Purposeful Living:** A well-articulated and executed sense of mission in life.

- **People Skills:** The capacity to be aware of one's emotions, and to handle interpersonal relationships empathetically.

- **Flexibility:** The capacity to recover quickly from and readjust to changes and difficulties in life

- **Perseverance:** The capacity to accomplish a particular goal through motivation, courage, resolve and tenacity.

THE FIVE PRACTICES AND TEN LIFE SKILLS

In this section each of the Five Practices will be defined. Two synergistic yet somewhat contradictory Life Skills are defined under each of the Five Practices. Each Practice description will conclude with a description of how to create rhythm in the tension between the two Life Skills.

- **INNER STRENGTH:** The lowest level base of our foundation, providing the power we need to Unleash the Masterpiece in our lives.

    - <u>Life Skills</u>: **Spirituality and Principles & Values**
    - <u>Tension</u>: **Dependence on a Higher-power versus Self Reliance**
        - Regardless of our beliefs, we should have an ability to tap into something outside of ourselves to provide power and direction.
    - <u>Transformational Rhythm</u>: **Power**
        - The ability to generate power internally, coupled with the ability to plug into an external power, maximizes the power we have access to.

- **INDIVIDUAL DIGNITY:** Cultivating a realistic view of ourselves, and a positive attitude about others and the circumstances in our lives.

    - <u>Life Skills</u>: **Self Awareness and Positive Attitude**
    - <u>Tension</u>: **Experience versus Belief**
        - What we believe to be true, and our actual experiences, will often be different, and sometimes at odds.
    - <u>Transformational Rhythm</u>: **Grace**
        - The ability to extend goodwill going into a situation when our beliefs are negative, and to extend favor when situations and people fail to live up to our expectations.

- **ABUNDANT LIVING:** Developing wholeness through self discipline and maintaining balance in every aspect of our lives.

    - <u>Life Skills</u>: **Self Discipline and Life Balance**
    - <u>Tension</u>: **Urgent versus Important**
        - Some things are necessarily Urgent, and require our immediate attention. When Important things are neglected for too long, they can become unnecessarily Urgent.
    - <u>Transformational Rhythm</u>: **Growth**
        - Growth requires a balance between focused drilling down, and maintaining a healthy level of wholeness in our lives.

- **AUTHENTIC FRIENDSHIP:** Intentionally developing relationships, creating mutual benefit by putting the needs of the other person before our own.

    - Life Skills: **Purposeful Living and People Skills**
    - Tension: **Boundaries versus Vulnerability**
        - We need good discernment to maintain high boundaries with unhealthy people, so we can remove boundaries with healthy people to create much needed vulnerability.
    - Transformational Rhythm: **Community**
        - Community is a dynamic, fluid set of relationships that each require different levels of boundaries and vulnerability in every different context.

- **MEANINGFUL IMPACT:** Developing the drive and determination to make a difference in your world and to expand your influence, while overcoming any obstacles that get in your way.

    - Life Skills: **Flexibility and Perseverance**
    - Tension: **Wide Impact versus Deep Impact**
        - Deep impact flows from wide impact, but wide impact also takes away from deep impact.
    - Transformational Rhythm: **Influence**
        - Influence is a unique journey in each context we engage in. Both deep and shallow impact play important roles in every one of our influence journeys.

UNBIASED FEEDBACK - The Life Skills Assessment

- The *Life Skills Assessment* is a professionally validated psychometric assessment that measures our current points of dynamic balance, or *transformational rhythm*, in the tensions between each pair of synergistic *Life Skills* from the *Foundations for Life* book (course). We offer both free and paid versions of the *Life Skills Assessment*.

- Understanding where our current dynamic balance point lies for each of the five pairs of synergistic *Life Skills* allows us to prioritize where we need to invest the most effort and focus. The areas of greatest imbalance become the highest priority areas to address in our lives.

- If we already have good balance in each of the five areas of dynamic balance, the assessment also allows us to compare the relative level of competency we have in each *Life Skill*, so we have another tool to help us dial-in where our effort and focus should be.

- Our dynamic balance points between each pair of synergistic *Life Skills* will continue to change over time as our circumstances and focus change, and as we grow and develop. As

such, it is important to assess our points of dynamic balance on a regular basis so we can adjust our investment and focus based on where we are currently at.

● The *Life Skills Assessment* is typically taken the first time before you begin the *Foundations for Life* book/course, and then repeated every 6-12 months as you continuously put effort into developing your self leadership.

DYNAMIC BALANCE

The *Life Skills Assessment* produces a graphical representation of the balance points that can be seen in the graphic below. One way to use this graphic is to think about how a soundboard works. Soundboards are used to take various components of a musical piece as inputs and adjust them dynamically to produce a more beautiful **MIX** of music as output. The primary adjustments are **gain** and **equalization**.

Normalization is the process of raising or lowering the gain, or amplification of specific input sources or components of an audio stream to balance the components to produce a higher quality **MIX** of music as output.

Equalization is the process of amplifying or cutting various frequency ranges within the input source or components to eliminate feedback, reduce noise and generally to produce a higher quality **MIX** of music as output.

Our *Life Skills* need to be *mixed* or in a similar way through the *soundboard* of our minds. We need to use our minds to adjust the *gain* and *equalization* of our *Life Skills* based on our genetic hard-wiring, the environment we grew up in, our life-experiences, current circumstances and our current relational and environmental contexts.

The *Life Skills Assessment* gives us the specific, personalized instructions for creating a more beautiful, higher quality **MIX** of *Life Skills* that operate in and through our lives.

Foundational Practices

PRACTICES   ## BALANCE OPPORTUNITIES

MEANINGFUL IMPACT	FLEXIBILITY	PERSEVERANCE
AUTHENTIC FRIENDSHIP	PURPOSEFUL LIVING	PEOPLE SKILLS
ABUNDANT LIVING	SELF DISCIPLINE	LIFE BALANCE
INDIVIDUAL DIGNITY	SELF AWARENESS	POSITIVE ATTITUDE
INNER STRENGTH	SPIRITUALITY	PRINCIPLES AND VALUES

BOOK (COURSE) THREE:

TAKING THE LEAD - PERSONAL INFLUENCE
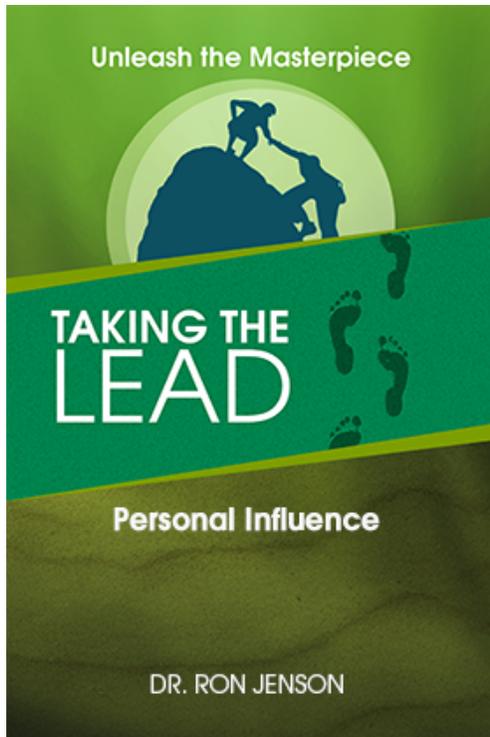
FOUNDATION ORDER

These Practices and Influential Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Influential Skills we list is the base of the foundation, and every successive Practice and pair of Influential Skills is built upon the ones that are underneath it.

KEY CONCEPTS

Leadership is influence. Nothing more. Nothing less[1]. We all have the capacity for tremendous influence in every single one of our relationships - whether we realize it or not. We need to be the best steward of every opportunity for influence (leadership) in every relationship we have.

- Everyone has influence, whether they intentionally and strategically utilize it or not. Becoming the best influential leader you can be requires assessing and developing what we

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[1] Maxwell, John C. 2007. The 21 irrefutable laws of leadership: follow them and people will follow you. Nashville, Tenn: Thomas Nelson.

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call your Influential Leadership. We believe that every single person is an authentic, one of a kind Masterpiece, with significant potential for Influential Leadership, which is all about changing the world around them, one relationship at a time.

INFLUENTIAL LEADERSHIP SKILLS SUMMARY

These Influential Leadership Skills are being described in Foundation Order. This means, we list them from the bottom of the foundation to the top. The first Influential Leadership Skill we list is the base of the foundation, and every successive Influential Leadership Skill is built upon the ones that are underneath it.

- **Self Leadership:** Leading yourself intentionally and consistently well.

- **Hard Work:** Leveraging good stress, reducing harmful stress

- **Personal Openness:** Giving your true, authentic self to others.

- **Role Modeling:** Progress not Perfection

- **Gentle Spirit:** The incredible power of gentleness.

- **Loving Affection:** Intentional, Positive, Deeply Personal Connection

- **Effective Communication:** Prioritizing common language, understanding and purpose

- **Caring Confrontation:** Properly balancing tough love and tender love

- **Servant Leadership:** Putting the needs of others before your own

- **Team Orientation:** Promoting, building and fostering authentic community

THE FIVE PRACTICES AND TEN INFLUENTIAL LEADERSHIP SKILLS

In this section each of the Five Practices will be defined. Two synergistic Influential Leadership Skills are defined under each of the Five Practices. Each Influential Leadership Skill description will conclude with a description of how to create rhythm in the inherent tension for that particular skill.

- **FOUNDATION BUILDING:** One of our primary principles of transformation is Live It to Give It. We can only Give what we actually Live. Giving well requires living well, and that is difficult and requires intentional, directed effort.

  - Influential Leadership Skill: **Self Leadership - The Foundation for Influence**

    - The shortest definition of Self Leadership we can articulate is loving yourself well, which requires a proactive commitment to healthy, holistic living, internally and externally.

  - Transformational Rhythm: **Our Role versus The Role of a Power Greater than Ourselves**

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- While we can only fully control ourselves, we are dependent to some extent to forces outside of ourselves that we have much less, if any, control over.

- The reality is, we need to balance self-reliance, and reliance on forces outside of ourselves - powers within ourselves versus powers outside of ourselves. Having one or more external sources of power we can depend on is prudent.

○ Synergistic Influential Leadership Skill: **Hard Work - Leveraging Good Stress**

- Stress is neutral and we choose whether it turns into eustress (good stress) or distress (bad stress) by our thoughts, attitudes, speech, and actions. We need to develop habits that naturally convert stresses in our lives to eustress. Some of these habits will be related to our thoughts, attitudes, and speech - other habits will be more focused on actions.

○ Transformational Rhythm: **Working Hard versus Healthy Margin**

- Think about the ends of this tension as complementary instead of opposites. The more rested and healthy we are, the harder we can work. And the harder we work, the more time we need to invest in creating and maintaining a holistic life.

- In order to be the best steward of our vocations, we need to work hard to maintain a dynamic balance between our vocationa lives and all other aspects of our lives. Letting the non-vocational aspects of our lives slip might work over the short-term, but the long-term results will be disastrous.

- **OPEN POSTURE:** The word posture can be defined as both an inward, mental attitude and as an outward, behavioral attitude. Open Posture invites opportunities to influence others, as well as opportunities for inward development of ourselves.

○ Influential Leadership Skill: **Personal Openness - Giving your true, authentic self to others.**

- In order to put off negative traits and put on positive traits, we need to continually develop transparency, vulnerability and accountability with authentic, trusted friends. We have to be open to constructive feedback so we can get better.

○ Transformational Rhythm: **Developing our Life versus Giving our Life**

- Giving our lives to other people is critical; but surprisingly, we also need to be continually developing our lives - so when we give our lives, we are giving the best version of our lives we can give.

- A big part of developing our lives is developing a sense of transparency, vulnerability, and accountability with authentic friends. We need to be sure of our strengths, develop our weaknesses and identify our blind spots.

  ○ <u>Synergistic Influential Leadership Skill</u>: **Role Modeling: Progress not Perfection**

  - Striving for perfection is a recipe for discouragement. If we expect daily progress, and not perfection, we will be able to use our daily failures and struggles as motivation to both encourage others dealing with similar issues, and to continually develop ourselves.

  ○ <u>Transformational Rhythm</u>: **Faultless Living versus Daily Repentance**

  - This tension is very subtle. The fact is, we will never be perfect. However, we cannot allow that fact to prevent us from striving to learn from our mistakes and continually get better.

  - Repentance becomes even more important when our heart's desire is to live a faultless life. Repentance allows us to channel the emotions around our failures into developing ourselves instead of destructive, negative self-talk.

- **COMPASSIONATE ATTITUDE:** The word compassionate means feeling empathy and showing concern for others. Empathy can be defined as suffering-with another person. When we express a Compassionate Attitude, we are able to feel within ourselves what other people are actually feeling in the moment.

  ○ <u>Influential Leadership Skill</u>: **Gentle Spirit - Identifying and meeting needs, being tender, patient and giving time**

  - Gentleness is strong, effective, confident and decisive. Gentleness allows us to both affirm the strengths we see in others while at the same time being able to constructively highlight any weaknesses we see in others as well.

  ○ <u>Transformational Rhythm</u>: **Truth versus Sensitivity**

  - If we focus too much on what truth needs to be delivered, we may deliver the truth in an ineffective manner that causes the recipient to become defensive. If we focus too much on an effective delivery, we might water down, or misrepresent the truth.

  - The rhythm between the two is dynamic—it completely depends on the specific person, the specific circumstances, and the specific truth. Context is everything.

  ○ <u>Synergistic Influential Leadership Skill</u>: **Loving Affection: Intentional, positive, deeply personal connection.**

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■ Loving Affection requires that we cultivate our emotional intelligence. In other words, we strive to discern the best possible response in each and every situation we find ourselves in.

○ Transformational Rhythm: **Affection versus Tough Love**

■ Sometimes loving others well sometimes means giving a serious rebuke. Other times, loving others well requires an affectionate embrace and kind words, and still other times a mixture of both at once.

● **LOVING PEOPLE:** Loving People well requires providing what someone needs, not necessarily what they want, exactly when they need it. This will always require effective communication and will sometimes require caring confrontation.

○ Influential Leadership Skill: **Effective Communication - Prioritizing common language, understanding and purpose.**

■ Effective Communication is all about being intentional about how we speak, and deliberate in how we listen. Effective Communication always includes listening, nonverbal communication and the two-way communication of emotions

○ Transformational Rhythm: **Speaking Intentionally versus Listening Attentively**

■ We need great discernment when we are speaking to people - what words are necessary, uplifting, and will be fully understood by the person receiving them.

■ Listening attentively requires welcoming and empathetic posture and body language. Listening requires speaking: summarizing, mirroring and asking clarifying questions.

○ Synergistic Influential Leadership Skill: **Caring Confrontation: Properly balancing tough love and tender love.**

■ Confrontation becomes uplifting and valuable when the person being confronted is deeply loved, and the desired result is the growth and development of that person.

■ We are to confront individuals privately, personally, prayerfully, patiently, passionately, positively, practically and progressively

○ Transformational Rhythm: **Tenderness versus Toughness**

■ Caring Confrontation requires a delicate mix of tenderness and toughness that is unique to each person and each particular situation.

- ■ Achieving a harmonious, dynamic balance in this tension requires internal reflection and intentional dialogue with trusted, authentic friends.

- **DIFFERENCE MAKING:** Taking the Lead is all about influence. Influence is about making a positive difference in the lives of people we know and care about. The people interacting with us should be made better, or transformed in some way because of that interaction.

  - ○ Influential Leadership Skill: **Servant Leadership - giving of ourselves and being humble.**

    - ■ We should give of ourselves voluntarily, generously and sacrificially.

    - ■ True humility requires both brokenness and confidence in dynamic, harmonious balance.

  - ○ Transformational Rhythm: **Acknowledging Brokenness versus Leveraging our Masterpiece**

    - ■ Brokenness requires us to uncover our blind spots and develop our weaknesses.

    - ■ On the other end of the tension, we have to have confidence that we can unleash our unique, one-of-a-kind Masterpiece despite our blind spots and weaknesses. Our whole person is more than enough to change the world around us.

  - ○ Synergistic Influential Leadership Skill: **Team Orientation: Building real community.**

    - ■ We need to develop the rhythm of interdependence between ourselves and others. We need others, and others need us. At the same time, we need to lead ourselves well.

  - ○ Transformational Rhythm: **Self Sufficiency versus Dependence on Others**

    - ■ We need good self-leadership, and at the same time, we desperately need others. Being in a relationship should be an ongoing win-win for everyone.

    - ■ This tension also includes an underlying tension between creating the free-time needed to develop more casual relationships and investing in our deeper relationships.

UNBIASED FEEDBACK – The Relational Skills Assessment

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most effort and focus. The areas of greatest imbalance become the highest priority areas to address in our lives.

- If we already have good balance in each of the five areas of dynamic balance, the assessment also allows us to compare the relative level of competency we have in each *Influential Leadership Skill*, so we have another tool to help us dial-in where our effort and focus should be.

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The *Relational Skills Assessment* gives us the specific, personalized instructions for creating a more beautiful, higher quality **MIX** of *Relational Skills* that operate in and through our lives.

INFLUENTIAL LEADERSHIP PRACTICES

PRACTICES   SYNERGY OPPORTUNITIES

PRACTICES		SYNERGY OPPORTUNITIES	
DIFFERENCE MAKING	SERVANT LEADERSHIP		TEAM ORIENTATION
LOVING PEOPLE	EFFECTIVE COMMUNICATION		CARING CONFRONTATION
COMPASSIONATE ATTITUDE	GENTLE SPIRIT		LOVING AFFECTION
OPEN POSTURE	PERSONAL OPENNESS		ROLE MODELING
FOUNDATION BUILDING	SELF LEADERSHIP		HARD WORK
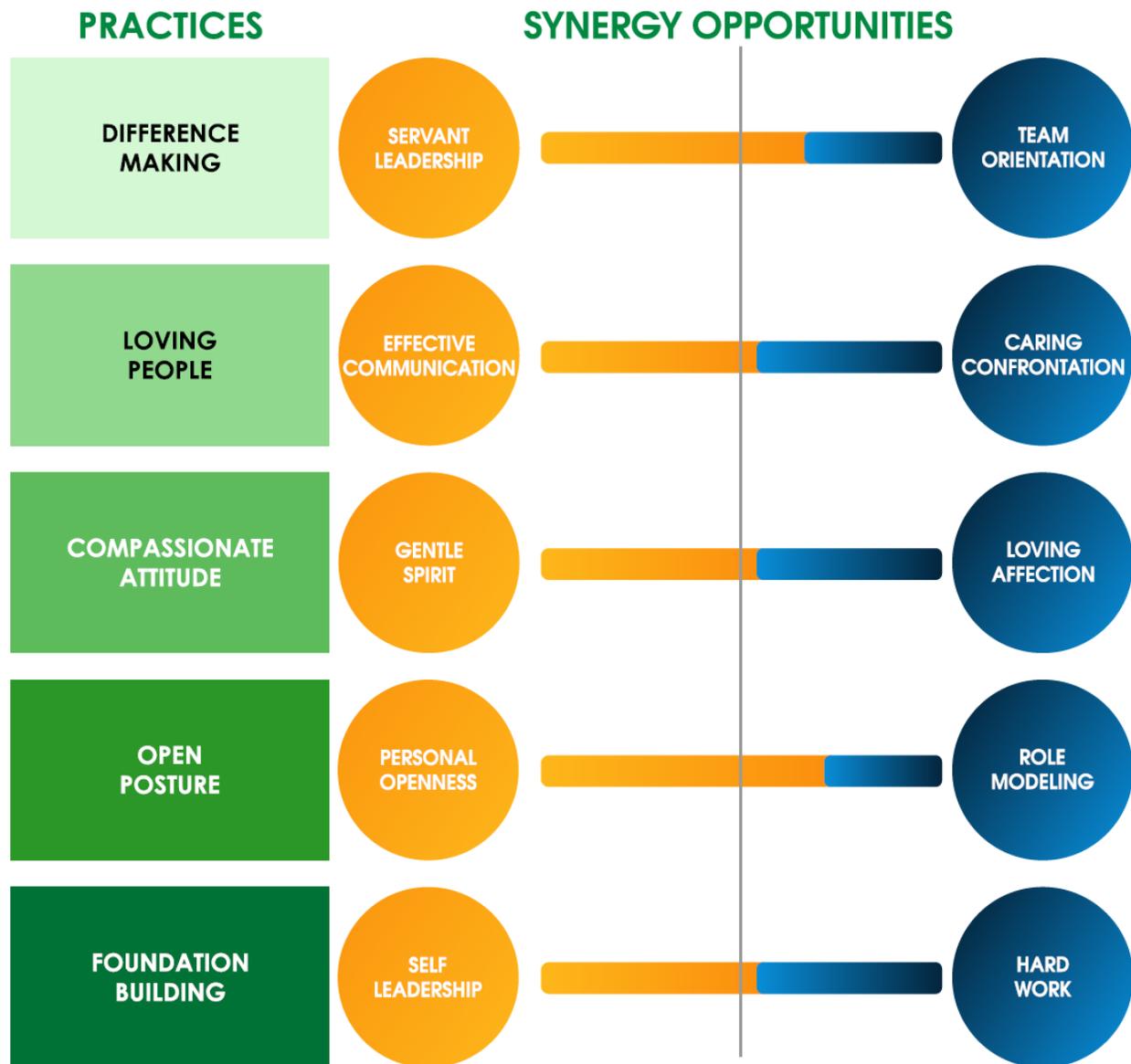
BOOK (COURSE) FOUR:

<u>THRIVING TEAMS - TEAM BUILDING</u>
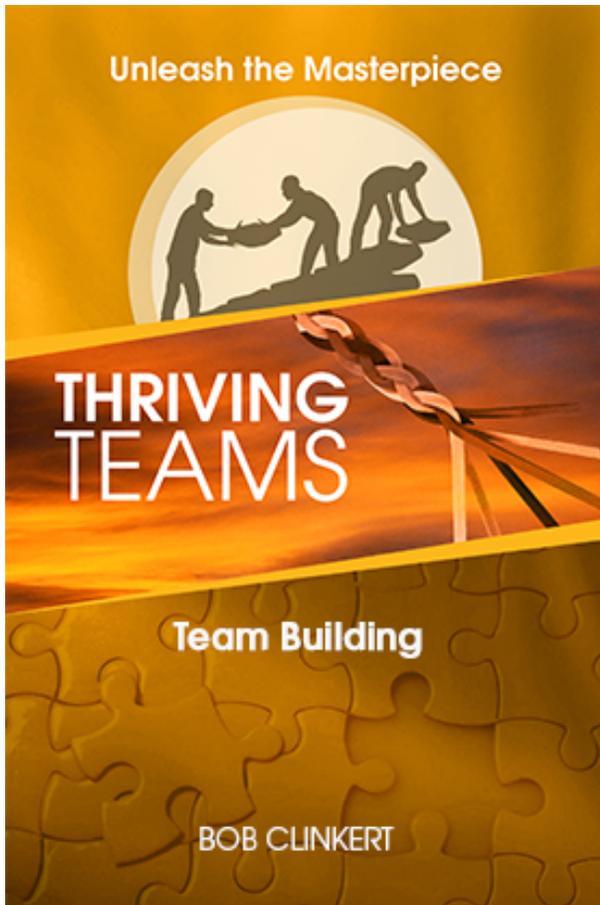
FOUNDATION ORDER

These Practices and Team Building Skills are represented in the STACK diagram in *Foundation Order.* This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Team Building Skills we list is the base of the foundation, and every successive Practice and pair of Team Building Skills is built upon the ones that are underneath it.

KEY CONCEPTS

The whole is GREATER-THAN the sum of its parts. Successful Team Building requires us to BOTH Unleash the Masterpiece in each team member AND Unleash the GREATER-THAN of the whole team, regardless of our particular role or position within the team.

- Our real influence over our team and the members of the team does NOT depend on our positional authority over the team or our roles on the team.

- We have a responsibility to help Unleash the Masterpiece in every team member, regardless of what we have in common or how well we get along.

- Everyone needs to invest in the team at full capacity to Unleash the maximum GREATER-THAN potential of the team.

- Unleashing the GREATER-THAN Masterpiece of the Team as a whole requires creating and maintaining the transformational rhythms of Team Building

TEAM BUILDING SKILLS SUMMARY

These Team Building Skills are being described in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Team Building Skill we list is the base of the foundation, and every successive Team Building Skill is built upon the ones that are underneath it.

- **Full Engagement:** Unleashing every individual's full, creative capacity in every context of the team.

- **Psychological Safety:** Effectively managing the negative speech and behaviors that restrict engagement.

- **Structure & Clarity:** Formal roles, policies, mission, vision, values, purposes and goals.

- **Self Direction:** Informally defined whitespace to facilitate individual and collaborative innovation.

- **Short-term Drive:** The internal drive to push through short-term pain and complete tasks.

- **Long-term Pace:** Intentionally prioritizing what it takes to make sustainable, strategic contributions over time.

- **Accountability:** Assessment of alignment with formal roles, policies, mission, values, purposes and goals.

- **Motivation:** Purposeful investment in the internal and external factors that drive engagement.

- **Personal Meaning:** Growing a culture of individual purpose and fulfillment within the team context.

- **External Impact:** Growing a culture of collective purpose and fulfillment outside of the team context.

THE FIVE PRACTICES AND TEN TEAM BUILDING SKILLS

In this section each of the Five Practices will be defined. Two synergistic yet seemingly contradictory Team Building Skills are defined under each of the Five Practices. Each Practice description will

conclude with a description of how to create rhythm in the tensions between the two Team Building Skills.

- **COOPERATIVE COLLABORATION:** Full Engagement is only possible when all of the obstacles and barriers to it, both individual and systemic, are being intentionally and consistently addressed.

  - Team Building Skill: **Full Engagement**

    - This occurs when every person on a team, regardless of role or hierarchical position, is willing AND able to contribute their FULL Masterpiece to the team's formal and informal objectives.

  - Synergistic Team Building Skill: **Psychological Safety**

    - Individuals bring BOTH positive, Masterpiece qualities AND negative, reactive qualities to their team environments. Psychological safety represents strategic and tactical efforts to efficiently and effectively manage the negative, reactive qualities and greatly reduce or eliminate their impact.

  - Transformational Rhythm: **Everyone Wins**

    - Individual and team wins must be MUTUALLY INCLUSIVE not mutually exclusive.

    - Structures and systems need to both strategically and tactically encourage and reward cooperative collaboration in attitudes, speech and behavior that serve the best interests of the team. At the same time, attitudes, speech and behaviors that are self-serving and at the expense of the team need to be intentionally and directly mitigated by the same structures and systems.

- **LEAN / AGILE THINKING:** Lean refers to the virtuous cycle of continuous improvement and innovation as the primary responsibilities of every team member. Agile refers to efficient and effective response to internal and external environments that are constantly changing.

  - Team Building Skill: **Structure and Clarity**

    - Team authorities need to provide guardrails in terms of values, mission and vision AND externally measured, objective goals that can hold us accountable to both personal and collective thriving. WHAT needs to be done, WHEN, WHERE and WHY need to be clearly communicated, well understood AND subject to continual improvement and innovation.

- ○ <u>Synergistic Team Building Skill</u>: **Self Direction**

    - ■ All team members, regardless of role or position in the team hierarchy need to be empowered to:

        - ■ Ask questions, innovate, improve and make decisions to accomplish the team's goals and live out the team's values.

        - ■ Fully unleash their one-of-a-kind, authentic Masterpiece, both inside AND outside of the team's contexts.

- ○ <u>Transformational Rhythm</u>: **Everyone is a Primary Stakeholder**

    - ■ Empowering everyone to innovate and improve by asking questions, making decisions and experimenting and in all roles and in every position generates significantly more collective value, despite deeply entrenched biases to the contrary.

    - ■ Policies clarify VALUES. VALUES drive attitudes, speech and behaviors. Effective roles, policies, mission, vision, values, purposes and goals NEVER dictate the HOW.

- ● **SUSTAINABLE INITIATIVE:** Roles, values, policies and goals that allow team members to both START strong and FINISH strong. Equip and empower team members to slow down when necessary, sprint when required and ask for help proactively.

    - ○ <u>Team Building Skill</u>: **Short-term Drive**

        - ■ Equipping, empowering and expecting team members to generate their own internal drive for success and excellence, while at the same time providing recognition and reward structures for external motivation.

    - ○ <u>Synergistic Team Building Skill</u>: **Long-term Pace**

        - ■ Equipping, empowering and expecting team members to prioritize and invest in their long-term physical, emotional, intellectual, relational and spiritual health. This will require some internal and external stakeholders to take short-term hits from time to time.

    - ○ <u>Transformational Rhythm</u>: **Everyone has Equal Value**

        - ■ The team members are the first priority, and developing team members is the first mission. This is real, felt and experienced by every single team member.

- **RELENTLESS VISIBILITY:** Policy enforcement, assignments, salaries, bonuses, rewards, recognitions and consequences for violating values / policies are uniformly and consistently applied across all roles, responsibilities and contexts with the team environment. Exceptions are clearly communicated and well understood by everyone.

  - Team Building Skill: **Accountability**

    - Every team member is held accountable for their contribution to the team mission, vision, goals, innovation and continuous improvement, as well as their compliance with and expressions of team roles, policies, values and purposes.

    - Excellence is consistently rewarded and recognized.

    - Areas needing improvement are corroborated and improvement plans developed and executed with feedback communicated.

  - Synergistic Team Building Skill: **Motivation**

    - Team members experience the reality that the team is investing in them at an equal or greater level of intensity that as a team member is investing in the team.

    - Team members see clear evidence that they are cared for and respected as whole persons, and that both effort and results are properly recognized and rewarded.

  - Transformational Rhythm: **Transparency with Proper Boundaries**

    - Accountability is balanced with proper boundaries and respect for the individuals and their privacy.

    - Positional authorities lead the way as role models for transparency, vulnerability and accountability.

    - Special care is taken to ensure ethical lapses are dealt with consistently and concisely while at the same time respecting proper boundaries.

- **COMMON PURPOSE:** Equipping, empowering and expecting individuals to thrive BOTH individually AND collectively, in every individual, team and community context.

  - Team Building Skill: **Personal Meaning**

    - Intentionally investing in each team member so they have the best opportunity to thrive emotionally, mentally, spiritually, relationally, physically and financially.

  - Synergistic Team Building Skill: **External Impact**

    - Collectively, consistently and completely accomplishing the mission, vision, purposes and goals of the team.

- ■ Equipping and empowering our communities to thrive BOTH collectively and as the individuals that comprise the community.

○ <u>Transformational Rhythm</u>:   **Holistic Investment and ROI**

- ■ Multiple purposes exist at personal and collective levels.

- ■ Meaning comes from serving multiple noble purposes, BOTH privately AND publicly, individually and collectively, internal and external.

- ■ Team Building has maximum impact when it invests in the WHOLE PERSON for EVERY team member, and the WHOLE COMMUNITY in every context the team or its members intersect.

COURSE FIVE:

ORGANIZATIONAL INTEGRITY

ENTREPRENEURSHIP / INTRAPRENEURSHIP

FOUNDATION ORDER

These Practices and Organizational Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Organizational Skills we list is the base of the foundation, and every successive Practice and pair of Organizational Skills is built upon the ones that are underneath it.

KEY CONCEPTS

We need to see ourselves as primary stakeholders in any organization we are a part of, regardless of our role or position within it. We need to cultivate an organizational culture of wholeness, consistency, unity, trust and harmony with the direct, internal and external stakeholders, whether we are the CEO, a part-time member of custodial staff, or anything in between.

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- Organizations think, speak and act like every single direct stakeholder is a one-of-a-kind, authentic Masterpiece capable of meaningful and creative contribution to the mission, vision and values of the organization.

- Every single stakeholder thinks, speaks and acts as if they were owners of whatever organizations they are directly interacting with, both internally AND externally.

- Both the organizations themselves and every single direct stakeholder in them take the initiative to go first as role models in every opportunity.

ORGANIZATIONAL INTEGRITY SKILLS SUMMARY

These Organizational Integrity Skills are being described in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Organizational Integrity Skill we list is the base of the foundation, and every successive Organizational Integrity Skill is built upon the ones that are underneath it.

- **Organizational Vision:** Organizations create and cultivate a noble purpose that drives everything.

- **Individual Purpose:** Organizations empower direct stakeholders to create and cultivate their own individual purposes.

- **Organizational Transparency:** Organizations are overly and overtly transparent in everything they say and do.

- **Individual Privacy:** Organizations invest heavily in fostering and protecting the healthy privacy of direct stakeholders.

- **External Oversight:** Organizations take responsibility for properly stewarding the WHAT and delegating the HOW.

- **Innovative Independence:** Creating intentional whitespace for direct stakeholders to own the HOW and steer the WHAT.

- **Constant Change:** Organizations expect constant change and empower their stakeholders to respond effectively.

- **Proven Principles:** Organizations lead and manage from the context of deeply held and clearly articulated principles and values.

- **Financial Sustainability:** Organizations have the greatest power to accomplish their mission and vision when financially healthy.

- **Staff Investment:** Organizations see their primary, physical identity in each and staff member. As a result, the primary way organizations invest in themselves is by investing in their staff.

THE FIVE PRACTICES AND TEN ORGANIZATIONAL INTEGRITY SKILLS

In this section each of the Five Practices will be defined. Two synergistic yet somewhat contradictory Organizational Integrity Skills are defined under each of the Five Practices. Each Practice description will conclude with a description of how to create rhythm in the tensions between the two Organizational Integrity Skills.

- **ORGANIZATIONAL EMPOWERMENT:** The Transformational Rhythm here is between the organization accomplishing its missions, vision, purposes and values, and the direct stakeholders accomplishing theirs.

  - Organizational Integrity Skill: **Organizational Vision**

    - OI requires a compelling mission, vision, values and purpose that encompass more than just innovative products/services and financial prosperity.

    - OI organizations prioritize and empower direct stakeholders, both internal and external, and make the world a better place through intentional consideration of and investment in indirect stakeholders.

  - Synergistic Organizational Integrity Skill: **Individual Purpose**

    - OI requires organizations to prioritize the discovery, refinement and achievement of direct stakeholders' personal missions, visions values and goals as a direct, strategic, short-term impact to the bottom line, with the full expectation that the organization will receive a substantial, long-term ROI on this strategic investment.

  - Transformational Rhythm

    - Unfortunately, in many organizations, there is little to no rhythm between these two Contradictions. Either the organization demands that the direct stakeholders fully subordinate their personal missions, vision, values and goals to that of the organization, or the direct stakeholders take every opportunity they can to advance their personal causes, oftentimes at the hidden expense of the organization. OI requires organizations to include the advancement of the personal goals of the direct stakeholders to be formally included in the organization's mission, vision, purposes and values.

    - OI stakeholders take real ownership of the organization's mission, vision, purposes and values and purposes intentionally and deliberately and incorporate them into their personal mission and goals.

    - OI requires organizations to cultivate a high level of trust and unity between individual stakeholders and the formal organization.

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- **ORGANIZATIONAL EXPECTATION:** The Transformational Rhythm here is between an organizational drive for complete, appropriate transparency and an organizational commitment to respect the privacy of every stakeholder.

  - Organizational Integrity Skill: **Organizational Transparency**

    - By default, organizations are not required by law to be transparent in many areas. OI requires voluntary and intentional incorporation of appropriate transparency as an organizational value.

    - Sometimes living out this value may require more frequent collaboration with most or all of the internal, direct stakeholders.

    - Uther times it might mean being fully transparent, internally with the WHO, WHEN, WHERE and WHY of decisions made behind closed doors

  - Synergistic Organizational Integrity Skill: **Individual Privacy**

    - Most often Individual Privacy refers to internal stakeholders with limited or no positional authority. These stakeholders are most vulnerable to abuses of the right to privacy. OI requires the privacy afforded to these stakeholders to exceed the standards of lawful privacy expectations, especially in circumstances where it is NOT in the organization's best interest.

    - Stakeholders with high levels of positional authority may have to voluntarily give up their rights of Individual Privacy, where appropriate, to respect the value of Organizational Transparency.

  - Transformational Rhythm

    - A primary purpose of this harmonious contradiction is to cultivate as much good faith, unity and trust between the organization and its stakeholders as possible.

    - Successfully investing in this harmonious contradiction will also greatly reduce the opportunities for and therefore the risk of ethical misconduct at every level of the organization, especially at the highest levels where it can do the most severe damage.

    - Not all transparency is appropriate. Sometimes, transparency would result in unnecessary harm to innocent parties. Sometimes transparency will cause confusion and fear in people that do not have a high-level, or detailed-level perspective.

    - While individual stakeholders have a right to privacy, they can waive some aspects of that right in order to develop trust and unity within the organization.

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Stakeholders with high positional authority have the greatest capacity to foster unity and trust by giving up some individual privacy.

- **ORGANIZATIONAL ENABLEMENT:** The Transformational Rhythm here is between an organization's charge to understand what it does well enough to provide effective oversight, and cultivating a culture for the individual stakeholders to truly have the freedom necessary to innovate.

  - Organizational Integrity Skill: **External Oversight**

    - OI organizations take ownership for holding stakeholders accountable to the WHAT and the WHY of the organization's mission, vision, values and purpose. This accountability needs to be uniformly and consistently applied across all hierarchical levels of the organiZations and all stakeholders roles and responsibilities. In fact, the greater the level of positional authority8, the greater the accountability for WHAT and WHY need to be.

  - Synergistic Organizational Integrity Skill: **Innovative Independence**

    - Innovation requires fully leveraging the creative capacity of each and every stakeholder. OI requires operating under the principle that every single stakeholder is a one-of-a-kind, authentic Masterpiece who can deliver the organization's next, revolutionary, life-changing innovation. OI requires providing the whitespace and permission for each and every stakeholder to experiment and fail in all areas of the organization they intersect with, as a part of their regular responsibilities and duties.

  - Transformational Rhythm

    - Traditionally, the stakeholders with the least positional authority also have the least amount of whitespace when it comes to HOW they perform their organizational duties.

    - At the same time, these stakeholders are most likely to have a direct impact on the end customer of the organization, and have the greatest insight into what it takes to do their jobs well. Creating whitespace for innovative thinking and experimentation can create otherwise unattainable gains in effectiveness and efficiency.

    - Empowering all stakeholders to contribute to steering the WHAT and the WHY can also create huge gains in profitability and sustainability by leveraging the collective creative genius of every single stakeholder within their unique Masterpiece.

- OI requires organizations to create the most conducive environment for creating radically effective innovations in every area that the organization wields influence.

- **ORGANIZATIONAL EXECUTION:** The Transformational Rhythm here is between the idea that organizations should be operated under proven principles and values with the fact that we are in an age of rapid, constant change due to technology and globalization that will continue to accelerate without end.

  - Organizational Integrity Skill: **Constant Change**

    - The rate and consistency of change in our world today is unprecedented, and continues to grow.

    - OI requires that every stakeholder is individually empowered and equipped to anticipate, adapt to change, and share the anticipations and scale the adaptations to the fullest extent possible so the whole organization benefits. This empowering and equipping takes effort, time and money to be spent proactively.

    - OI organizations monitor how well they are doing at anticipating and adapting to change and invest in continuous improvement in this area.

  - Synergistic Organizational Integrity Skill: **Proven Principles**

    - Principles act as guidelines for organizational behavior.

    - Principles are context-independent and are generally and relatively true.

    - Principles are not always specifically true for any given situation.

    - Principles rarely describe the exact how or why, but instead mostly describe the what, who and when.

    - When leveraged effectively, principles will work for us, when ignored, principles will work against us.

  - Transformational Rhythm

    - OI organizations continually strive to increase agility to define and manage pivots to keep up with the high rate of change we experience every day.

    - The only area OI organizations intentionally slow down this pivoting agility is changing its principles and values. Principles and values require a much more thorough and time-consuming engagement to revise and update.

    - At the same time, OI organizations are always looking for ways to innovate, even when it comes to principles and values, and are always seeking innovation

input from every single stakeholder of the organization, especially when it comes to principles and values.

■ Principles and values provide the foundation that can effectively support the massive amount of change the world throws at organizations on a regular basis. Organizations can confidently build systems and processes for anticipating and adapting to change on top of the solid foundation of principles and values, with the expectation that the systems and processes will not be crushed under the weight of the changes.

● **ORGANIZATION ENGAGEMENT:** The Transformational Rhythm here is between what will likely be one of the highest priority goals of any organization - financial sustainability, and a radical commitment to investment in each and every internal stakeholder, which comes at the (short-term) expense of financial sustainability.

○ Organizational Integrity Skill: **Financial Sustainability**

■ Financial sustainability is necessary for organizations to continue to fight to accomplish their mission, vision, values and noble purposes.

■ OI organizations realize that prudent, financial decisions are the most critical factor when it comes to maintaining the ability to fight well over a long period of time.

■ There is a constant tension between fighting well NOW, in the present, and being able to continue the fight down the road, in the future.

■ While some believe increasing financial return is the primary goal of an organization, continuing the organizational mission is really the highest priority goal. That goal requires financial sustainability, not necessarily financial growth.

○ Synergistic Organizational Integrity Skill: **Staff Investment**

■ Salary, bonuses, benefits, vacation time, training development and whitespace for innovation and pursuing personal goals all create a short-time drag on the financial sustainability of the organization.

○ OI organizations behave as if the direct, internal stakeholders are the most valuable organization resources with best potential for maximum ROI over the long term.

■ Direct external stakeholders, customers, as well as intellectual property and investors are very important, but OI requires prioritization of direct, internal stakeholders FIRST and foremost, primarily because the long-term ROI of investing in staff is almost always the greatest, especially when considered holistically.

- ○ <u>Transformational Rhythm</u>
    - ■ This is likely the most difficult harmonious contradiction of the five to keep in proper dynamic balance over the long haul.

    - ■ There are so many complexities and variables, and there are really no opportunities for do-overs if you swing too far to one extreme or the other.

    - ■ Let's define the outcome of the quality and level of Staff Investment as the health of the organizational culture.

    - ■ The systems and processes for developing, measuring and improving leading financial indicators to assess the financial sustainability of the organization, and which direction it is moving in, are way more fully understood than similar leading indicators for the health of the organizational culture.

    - ■ As stated earlier, swinging too far in either direction of the extremes can result in an unrecoverable scenario. It is much easier to accurately measure financial health than the health of the organizational culture.

    - ■ The larger the organization, the more difficult it is to measure the health of its organizational culture.

    - ■ OI requires organizations to invest in regular, ongoing assessment of the health of their organizational culture.

    - ■ In addition, OI organizations need to identify the knobs, levers and dials necessary to improve the health of the organizational culture, and then fully understand the short-term financial costs of those improvements so prudent decisions can be made.

BOOK (COURSE) SIX:

COMMUNITAS

COMMUNITY BUILDING / SOCIAL ENTERPRISE
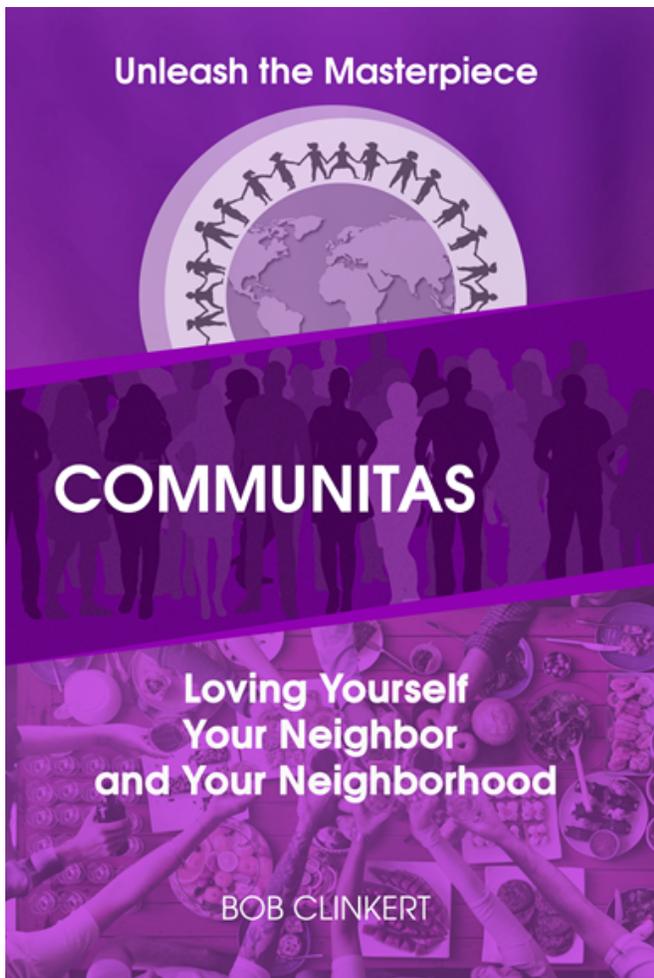
FOUNDATION ORDER

These Practices and Community Building Skills are represented in the STACK diagram in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Practice and pair of Community Building Skills we list is the base of the foundation, and every

successive Practice and pair of Community Building Skills is built upon the ones that are underneath it.

KEY CONCEPTS

Community Building requires uniting diverse individuals, relationships, groups and organizations in common causes and collective identities.

- Unity in diversity requires TRUST.

- TRUST is built through Communitas.

- We define Communitas as Unleashing the Masterpiece in the Individuals and the Collective-whole of the community, at the SAME TIME, through MUTUAL SACRIFICE.

- Each Practice of Building Communitas consists of two synergistic skills: one serving the Individual and the other serving the Collective-whole.

- For each Practice, the tension between serving the Individual and the Collective-whole can be kept in dynamic balance, or rhythm, through MUTUAL SACRIFICE.

- It is important to note that applying these individual skills to help grow yourself (Individual-self) requires different approaches than applying these skills to help grow others (Individual-other). MUTUAL SACRIFICE comes into play not only between Individuals and the Collective-whole, but also between the Individual-self and the Individual-other.

- The idea of MUTUAL SACRIFICE means we acknowledge that any success we enjoy in life comes from a combination of investments made into us by ourselves (Individual-self), other people (Individual-other) and the community as a whole (Collective-whole).

- We must also acknowledge that we will never be able to fully repay the others or the community as a whole for what they have invested in us. No one is 100% self-made. As such, we all have an obligation to sacrifice some portion of our success to invest in BOTH other individuals in the community AND in the community as a whole.

- On the flip-side, every failure any person experiences comes from a combination of failure of self, failure of others and failure of the community as a whole to invest what was needed to prevent the failure. No one has 100% ownership of their failures. Every failure is shared with other individuals and the community as a whole.

COMMUNITY BUILDING SKILLS SUMMARY

These Community Building Skills are being described in *Foundation Order*. This means, we list them from the bottom of the foundation to the top. The first Community Building Skill we list is the base of the foundation, and every successive Community Building Skill is built upon the ones that are underneath it.

- **Fellowship:** Getting close enough to people to feel what they feel by engaging their individual stories.

- **Awareness:** Seeking out and affirming perspectives of community experience that are different from our own.

- **Relationship:** Intentionally choosing to suffer-with individuals; spending enough time with them to build authentic friendships.

- **Advocating:** Accepting the responsibility to help identify and effectively communicate the burdens the community carries.

- **Nurturing:** Empowering individuals to identify and brainstorm solutions to the problems obscuring their authentic selves.

- **Collaborating:** Facilitating peer-to-peer problem-solving stakeholder discussions aimed at alleviating the burdens the community carries.

- **Discerning:** Equipping individuals to choose the best course of action and the accountability necessary to follow through.

- **Innovating:** Network within and between collaborations to build consensus around best opportunities for alleviating the community burdens.

- **Releasing:** Encouraging individuals to enter new contexts that will expand and grow themselves and their influence on other individuals.

- **Pioneering:** Platforming small-scale experiments resulting in feedback that produces intelligent pivots that become larger-scale initiatives.

THE FIVE PRACTICES AND TEN COMMUNITY BUILDING SKILLS

In this section each of the Five Practices will be defined. Two synergistic, Community Building Skills are defined under each of the Five Practices. One skill serving the Individual aspect of Communitas, The other synergistic skill serving the Collective-whole aspect of Communitas. Each Practice description will conclude with a description of how to create rhythm in the tension between the two Community Building Skills.

- **EMPATHY:** The capacity to put oneself in the position of another so you can understand and feel what they are feeling. Empathy involves authentically resonating with both positive and negative emotions like joy, celebration, happiness, pain, loss, grief and suffering. Sometimes it can be more difficult to authentically resonate with someone's joy than it is with someone's pain.

  - Community Building Skill (Individual Context): **Fellowship**

    - Creating and growing an intentional connection with someone until the connection is deep enough to feel what they are feeling.

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- MUTUAL SACRIFICE requires the intentional connection with people outside of our comfort zone, especially individuals outside of our own socioeconomic, political, religious or neighborhood contexts.

  ○ Community Building Skill (Collective-whole Context): **Awareness**

  - Intentionally seeking to resonate with the emotions of other people-groups.

  - MUTUAL SACRIFICE requires identification with the positive and negative emotions of people-groups outside of our own comfort-zone, especially of people-groups outside of our own socioeconomic, political, religious or neighborhood contexts.

  ○ Transformational Rhythm

  - Developing empathy for a people-group is more effective when you first cultivate empathy with one or more specific individuals from that people group.

  - When FELLOWSHIP with specific individuals is not possible, at least in the short term, AWARENESS requires entering into the world of the people group through engaging written, audio, video and live content created by that people group or for that people group.

  - Once one of the skills is developed, it is important to intentionally develop the other skill as quickly as possible to avoid becoming too out of balance one way or the other.

- **COMPASSION:** Growing your empathy to the point where you so identify with someone's emotions that you are willing to help carry their burdens even if doing so comes at a personal cost to yourself and those you care most about. At the same time, you are also willing to genuinely celebrate someone else's joys without bitterness or jealousy especially when you or those you care most about have not experienced that joy.

  ○ Community Building Skill (Individual Context): **Relationship**

  - Intentionally growing an authentic friendship with someone who you have begun to develop empathy with.

  - You are willing to sacrifice your own needs and desires to comfort and help your friend, especially when it comes to overcoming difficulties and experiencing greater fulfillment in life.

  - MUTUAL SACRIFICE requires you or those you care most about to incur a cost of some kind that will most likely never be fully paid back to you. This cost can be the investment of emotional energy, time, money and/or any other valuable resource.

- ○ Community Building Skill (Collective-whole Context): **Advocating**

  - ■ Willingness to stand up and fight for a particular cause or right of a people-group that you have developed empathy with, especially for a cause or right that does not directly affect you.

  - ■ MUTUAL SACRIFICE requires you to advocate for positions that may come at the expense of you or the people you care most about, without any promise of future compensation or payback.

- ○ Transformational Rhythm

  - ■ The concept of mutual sacrifice implies that both the Individuals in the community, and the Collective-whole have ALREADY sacrificed for us. Therefore, we owe an obligation or debt to BOTH the Individuals in the Community AND to the Community as a Collective-whole.

  - ■ In order to balance this obligation, we need to commit to investing in Individual RELATIONSHIPS that will cost us something and ADVOCATING for positions that will cost us something.

  - ■ If we are unwilling to recognize the investments the Community has already made in us, we may be more reluctant to make investments into the Community that do not have a guaranteed, short-term payback.

- **OWNERSHIP:** Discovering, understanding and taking responsibility for what you as an individual have control over when it comes to taking action to Unleash the Masterpiece in yourself, others and the community as a whole. In the community context, ownership requires translating every aspect of individual control over self and others into definitive, collective, holistic actions.

  - ○ Community Building Skill (Individual Context): **Nurturing**

    - ■ Intentional investment of mirroring, transparency vulnerability and accountability into the Individual-other to increase self awareness and the discernment necessary to build-up areas of weakness and more fully leverage strengths.

    - ■ From the perspective of growing your Individual-self, this means developing relationships with those willing to invest in you and intentionally choosing to receive this investment.

  - ○ Community Building Skill (Collective-whole Context): **Collaborating**

    - ■ Issues in the Collective-whole of the Community are best identified and addressed in robust collaborations that include the key stakeholders that are

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             directly impacted by the issues, regardless of their perceived rank or qualifications.

- ■ The collaborations must be treated as peer-to-peer with a flat hierarchical organization that gives everyone equal opportunity to contribute in an environment of psychological safety.

- ○ Transformational Rhythm

  - ■ Nurturing calls forth the Masterpiece that is already inside of the Individual. This is pretty straightforward.

  - ■ True collaboration of equals, in equal measure, calls forth the Masterpiece of the Collective-whole, which is ALWAYS GREATER-THAN the sum of the Individual Masterpieces.

  - ■ This GREATER-THAN is the primary ASSET of the community, but can be very difficult to access, especially in a context where some Individuals are thought of as contributing more to the whole than others.

  - ■ Great care must be taken to steward the perspective of the quiet, passive Individuals in order to unleash the GREATER-THAN Masterpiece of the Collective-whole.

  - ■ So-called High Capacity Leaders can shift their focus to encouraging other Individuals to speak and be understood.

- ● **REALIZATION:** Deciding which actions related to individual control and collective control are worth investing in as experiments and in what order. Then defining criteria to evaluate whether investment in a particular experiment should continue or be moved to the next experiment in priority order.

  - ○ Community Building Skill (Individual Context): **Discerning**

    - ■ Coming alongside individuals to help them select and prioritize the specific actions (experiments) will result in the most transformation in the most needed areas of their lives.

    - ■ This includes coming up with objective criteria that can be used to measure the success of the experiments and decide when it is time to revisit the current experiment or move onto the next one.

- ○ Community Building Skill (Collective-whole Context): **Innovating**

    - ■ Choosing key players from related collaborations to analyze the outcomes of the collaboration and hone them into holistic activities designed to achieve transformation in a particular context, taking an agile/iterative approach.

    - ■ The end result is a list of transformational experiments in priority order. Highest priority experiments have the best balance between risk and reward.

- ○ Transformational Rhythm

    - ■ Discerning is primarily an internal process that can be catalyzed and improved through transparency, vulnerability and accountability with a small group of close friends.

    - ■ Innovating is at peak effectiveness when it engages the GREATER-THAN of the Collective-whole.

    - ■ The difficulty lies in accessing this GREATER-THAN which does not lie in any one Individual, but in the interactions between Individuals.

    - ■ True Innovation of the Collective-whole of a community is captured through facilitating meaningful interactions in collaboration, and guiding those interactions to expose real Innovation.

    - ■ Each Collaboration will be unique, and it requires close attention and finely-tuned listening to properly facilitate the collaboration and tease out the Innovation.

- **COMMISSIONING:** Defining the who, what, when and where of the agile/iterative execution and evaluation of the agreed upon individual and collective transformational experiments. The first four practices build trust between individuals and the collective-whole. This final practice is about fully relying on this trust to create transformation in both the individuals and the collective-whole.

    - ○ Community Building Skill (Individual Context): **Releasing**

        - ■ Succession planning is usually thought of as a decades-long process of finding a replacement for charismatic, rock-star leaders.

        - ■ The skill of Releasing requires a continually flowing mantle of leadership that prevents individuals from becoming rock-stars and celebrities in the first place.

        - ■ Leadership should be fluid and spread out among many if not all Individuals of a Collective-whole, as opposed to being concentrated in a select few.

    - ○ Community Building Skill (Collective-whole Context): **Pioneering**

- Commissioning a particular group from the Collective-whole to perform the agile/iterative execution of the agreed upon collective transformational experiments, and report back on the predefined criteria.

- The desired result is a more robust experiment that can be shared, customized and repeated in other collective contexts.

- Transformational Rhythm

  - Releasing Individuals allows their influence to grow, and dramatically reduces the risk of the often catastrophic results of being over-dependent on a celebrity leader.

  - Commissioning groups to Pioneer innovative experiments to address social issues allows the influence of the COMMUNITY to grow BOTH within the Community AND externally in other Communities.

  - The mechanics of these two skills are very different in their implementation but create similar results - the sustainable spread of Individual and Collective transformation.

  - Both have to be maintained in a dynamic, Transformational Rhythm to produce the maximum transformation in both the Individuals and the Collective-whole.

NEXT STEPS

The partners of Unleash the Masterpiece were looking for an opportunity to put the **Transformational Rhythms Program** to the test in larger numbers than ourselves, our family and close friends. In 2015, we were blessed with the opportunity to begin leading the program in the Illinois State Prison System.

Over the last 6 years, several hundred prisoners have been through and graduated from the program. We were one of the first, if not the first volunteer group to successfully empower prisoner-led engage groups. We were the first volunteer group to run a Shark Tank - Prison Edition conference for the graduates of our Organizational Integrity book (course). The prisoners put together their own business and financial plans for their entrepreneurial aspirations and presented them to a forum of successful business owners on the outside.

The transformational results within the prison system have been phenomenal. Our program has spread from one to five state prisons as of the date of this White Paper. The Illinois State Prison system is one of the most transformation-resistant, most hopeless environments that exist on a large scale in the United States.

We wish to see individuals, relationships, families, groups, teams, organizations and communities deeply transformed. Our desire is to partner with as many transformation-minded individuals, groups and organizations as possible to leverage our program in every way possible to create meaningful transformation everywhere. If you have any questions or comments, please reach out to us at 800.362.9446 or info@utm.life.