



Creating a Culture of Valued People



The One Thing That Motivates All People

There is One Thing that Motivates Us All...

All humanity shares a common motivation. Science and research point to this one common answer we all agree on. Our energy, thoughts, and emotions align us all in this one motivational idea. Let's find out what this one thing is.

The Eternity Question

Einstein used an experiment called a *Gedanken experiment* to discover the fundamental nature of reality. A *Gedanken experiment* is a thought experiment. We are going to use a thought experiment to help us discover the fundamental nature of human motivation.

Picture a sci-fi portal opening to all eternity. You can bring one thing from this world into that eternal world which will satisfy you forever. Which of these four choices would you select to satisfy you?

1. Money alone and nothing else.
2. One enjoyable activity and nothing else.
3. One meaningful task and nothing else.
4. Or be surrounded by people who care and value you for all eternity.

Which of the four would you chose?

One Thing Unifies Us All

Ninety-nine percent of the people who respond in our surveys choose number four above. Regardless of occupation, position, gender, or ethnicity, we all agree that being surrounded by people who care and value us is the one thing we want more than any other thing. Just let that settle in. **We have just discovered the universal motivational factor for all humanity and all human endeavors.** This one central idea has more power than any other idea. It is the most powerful motivational force in everyone's life. We will be building VP Culture around this one idea; helping each other discover and live by this one central value.

Group Exercise

How do you feel about The Eternity Question?

Discuss what The Eternity Question could mean to you as an individual?

What could this mean for you as a team? As an organization?

What Is One Small Thing You Can Do To Help You Live Out This Lesson?

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Habit Exercise for This Week

Notice throughout the week thoughts that distract you from the focus of being valued or valuing others. Is it hard to think about life in terms of being valued and valuing others? Put a check next to the word that best summarizes your focus on being valued for that day. Were you focused or distracted from being valued?

TUE	focused	distracted
WED	focused	distracted
THU	focused	distracted
FRI	focused	distracted



Creating a Culture of Valued People



Serotonin: Master of Your Mood

Serotonin: The Brain Chemical Behind Valuing People

Serotonin is a chemical produced by the brain when it senses being valued by others. Serotonin is in the super class of chemicals called neuromodulators. In fact, neuroscientists like Carol Hart call it the master modulator. It is the chemical that controls them all. It interacts with GPCR and has long term effects on neurons, literally changing the expression of DNA inside our cells. Serotonin moves the brain and the body by extension, into thrive mode. It up-regulates stimulation into manageable realms. It regulates the forces of dopamine, fear, pain and satisfaction to optimal states so we can function at our highest potential as human beings.

Modulating Dopamine

Dopamine is serotonin's motivational twin. Dopamine, when unregulated, can drive us into the addictive pursuit of things, goals or substances. It is at the heart of addictions and vices. Dopamine is also at the heart of the drive towards creating things, companies and products. Dopamine has been the focus of leaders in organizations. However, dopamine has this built-in fail safe: it down-regulates. It does this to release our brains from the unhealthy pursuit of things and goals. It releases us from what would become an obsessive pursuit of unhealthy goals. Dopamine, when out of control, ultimately destroys individuals and cultures that chase after it with abandon. Dopamine's down-regulation will drive away the pleasure of pursuit so that people are left feeling more pain and more depressed than when they first started pursuing their excessive dopamine-driven goals.

However, when dopamine is regulated by the more powerful modulator serotonin, dopamine can safely and optimally function. When valuing cultures contain the drive of dopamine, both function optimally, moving us first toward the value of people and second to goals that serve people and do not make us slaves to those desires and pursuits.

Group Exercise

Have you ever pursued something only to find yourself feeling unfulfilled once you obtained it?

Who in your life gives you a sense of strength or contentment?

What time in your life did you feel the most at peace with yourself? Were you surrounded by good people?

What Is One Small Thing You Can Do To Help You Live Out This Lesson?

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Habit Exercise for This Week

Notice throughout the week when you feel you are valuing people more or things and goals more. Circle the one that dominated. Then notice how you felt overall that day.

- TUE value people or things. Feeling
- WED value people or things. Feeling
- THU value people or things. Feeling
- FRI value people or things. Feeling



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Culture Current

Culture: What is it?

Culture is the emotional current that pushes people to behave and think in similar ways. This culture current is a strong invisible force, felt when you are with different groups of people. Different groups create different cultural currents. The culture current is always moving towards feeling valued or away towards self-protection. The optimal VP Culture creates a strong current that pulls us towards valuing ourselves, the teams we work with, and the people we serve.

The Culture Current

There are emotional forces created in an organizational culture. Leaders and teams create a current of positive, valuing "pull" or conversely, a "push" that directs people to fear and self-protection. In fact, our default unintentionally often leans toward self-protection. In order to create a VP Culture, leaders and teams need to move in an intentional direction to create a current of valuing. It is a powerful current that will tap into intrinsic motivation and be based on core scientific principles that help us create an unstoppable cultural current of value for one another.

Optimal Culture

Science reveals groups of people with thriving cultures all have specific behaviors and thinking in common. VP Culture is the culmination of years of research in which scientific practices are used to optimize environments leading toward human thriving where people feel valued. The VP Culture system is a detailed step-by-step process with written values and behaviors. This will serve as a target culture, a written plan for culture. Rather than leaving culture to chance, it is an intentional blueprint for culture. VP Culture builds on Personality Science, Emotional Science and Values Science. These three practices are critical to creating emotional motivation towards valuing.

Group Exercise

How do different groups' "culture current" make you feel?

Is there a person in your life who creates an emotional current of value? How do they do this?

When you walk into situations, how can you bring positive valuing current to those around you?

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Habit Exercise for This Week

Notice instances when someone brings an emotional current into your life. Write something down to remind you of that time.

TUE current

WED current.....

THU current.....

FRI current.....





Creating a Culture of Valued People



The Leadership Superpower

Leading to Where?

A brief survey of leadership literature will uncover lists of leadership skills and tips that you need to follow. 21 principles, 7 skills, 53 ideas. The lists are endless. Most leadership gurus counsel us to find our own unique destination and path. However, when you study really great leaders, you will find they all have a superpower few have noticed. The secret is this: great leaders lead people where they already want to go. They are leading people to valuing themselves and by extension valuing others in the same way. This is why we follow them, not because they are doing the seven or the 21 things, but because they are moving themselves and others towards that one thing that motivates all people...valuing people.

Perspiring or Inspiring

Most leaders get tired of pushing people, manipulating circumstances, and trying to control everything. They expend large amounts of energy trying to get people around them to do their bidding to accomplish their goal. This is exhausting leaving them perspiring, wiped out, and with limited results.

Truly great leaders are the ones who inspire greatness in others. They inspire others to value themselves and value those around them. These are the very things we've discovered help people come alive. Having this singular focus as a leader in life will radically change your life and the lives of those around you. It will change your organizations, your families, your marriages, your friendships. No other single factor will empower you more as a leader and those you lead than this one singular idea of valuing people.

Universal Tool

Valuing people is a universal tool. It works in all organizations, for all individuals, in all cultures and around the world. To be a great leader is to focus your energy on valuing people.

Group Exercise

In your life, which leader has inspired you the most to value others? Did this leader use tricks or embody this sense of valuing?

As a leader, what does it feel like to be constantly motivating and pushing people to action?

How would it change you as a follower if a leader clearly stated where they are leading?

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Habit Exercise for This Week

Notice throughout the week how well you have focused on valuing yourself. (One not at all, ten a lot.)

TUE valued 1-10

WED valued 1-10

THU valued 1-10

FRI valued 1-10



Creating a Culture of Valued People



Teams + Time = Culture

Teams: Foundation of Culture

Culture is first formed in small groups. The team and the team leader are the most important points of culture creation. Studies show that we track most closely with about 5-7 people. The leaders of these small groups are the most powerful forces of culture creation. The culture current that the leaders of small groups create will be the most powerful current for those in their group. Teams then magnify that current and build a powerful force to improve the value of each member of the team. Gallup studies say that seventy percent of culture is built at the team level.

Taking Time to Focus

Henry Cloud, a leading psychologist, said a leader's task is to focus the collective mind of the team on what is truly important. If you don't take the time to establish the focus on valuing, the default will be self protection. Our brains have a "default mode" that seeks out danger in our social world and is designed to find it. The more our minds are left unfocused, the more danger our minds will find. When intentionally focused we can intentionally move toward a valuing culture. Surfers say never look at the rocks in the surf or you will end up moving towards them. Where you focus you will move. So take the time each week and each day to focus on creating a VP Culture.

Tapping into the Internal Motivation of Value

Teams often say, "We are too busy." "We don't have time." Teams that don't take the time end up self-protecting. This results in team drama, anxiety, and members shutting down. All these forces slow you down, both body and brain. Studies show these teams lose one day of productivity a week. Still think you don't have time to focus on VP Culture creation? Why not tap into the most powerful force inside you and inside your team. This is the internal motivation of value. Focusing on it creates a powerful energy for positive action and optimal living.

Group Exercise

What does it feel like to be in a group focused on one positive thing, like winning a game?

How do people close to you shape your personal culture? Family? Friends?

If you took 15 minutes a week to focus your mind, and it improved your mood and productivity, how would that make you feel?

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Habit Exercise for This Week

Notice throughout the week if you feel you were intentionally focused on valuing yourself? Or was your default mode more actively looking for danger?

TUE	value	danger
WED	value	danger
THUR	value	danger
FRI	value	danger





Creating a Culture of Valued People



Culture is Hard Work

Culture Change Gets Harder Before It Gets Easier

Change efforts usually fail because no one ever tells you change is going to slow you down and make things harder for a while. In the midst of difficult moments, people revert back to “normal” because it’s easier. We, like tourists, show up for a week in a new culture and find it charming. However, if you move there you are likely to experience culture shock at first, as the new language and ways are very stressful. However, if you persist in learning the target culture, it becomes your new normal. But change takes time and effort. You need to learn a new language, new ways of doing things, and new ways of thinking. Bottom line: it’s hard, you have to be determined, and you need support from those around you.

Capability Trap

MIT researchers have studied what happens to groups as they attempt to change. They call it the Capability Trap. This is the trap we fall into as we learn new capabilities. The new idea is a novelty people try at first. But then the new ways are hard and actually slower than the old ways. Most give up in the trap and never see the benefits. However, if the group persists through the difficult times they will reap the benefits of the new ideas. According to MIT, groups who can persist through the trap get into growth cycles of perpetual improvement. Those that don’t, stagnate and wither, and get stuck in the “change never works” mentality.

Be Aware and Be Encouraging

The first step to change is being aware that change is difficult and slowing down is normal. Identify when you are feeling the stress of change. Keep telling each other the story that we will be better when we learn to grow and become together. It won’t be hard forever and it will become our new normal.

Group Exercise

Does anyone have stories where they experienced the Capability Trap, and have seen people get stuck there?

Does anyone have stories where they experienced the Capability Trap, got through it, and saw benefits? This could be in new cultures, sports, education, or parenting.

What does it feel like when you master the new and it becomes your normal?

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Habit Exercise for This Week

Each day remember a story where you persisted through something difficult, to learn and become something more than you were before. Write the name of this story in the blank.

TUE story

WED story

THUR story

FRI story



Creating a Culture of Valued People



Habits Are The Bricks of Culture

Culture Is Built on Habits

We often think habits are a thing we like to do, but habits are much more. First, habits are hardwired behaviors deep in our brain. They are routines running on auto-pilot with very little effort and our brains reward us when we do them. Second, cultures are built on these little bits of behavior. Groups of people performing the same habits make a culture. In the rural Midwest, there is a habit of waving at strangers; not a habit in big cities. These little bits make the whole. We will be learning and creating habits that build a new culture, just like a building is built one brick at a time.

Cornerstone Habits

Just as a building is constructed from bricks, and has cornerstones that are foundational to the whole building, so too with habits. Cornerstone Habits make other habits possible. These super habits generate more good habits. For example, the habit of going to the gym will lead to other habits of running, lifting, swimming, and even networking at the gym. However, without the Cornerstone Habit of getting to the gym, none of that happens. We will identify Cornerstone Habits in each section of VP Culture creation. Meeting each week is a cornerstone and the Habit Exercise is another. Through these two habits you'll learn what the target culture is. The Habit Exercise reviews and cements that learning. Pay particular attention to establish these Cornerstone Habits.

When Our Brains Say "Go!" Or "No!"

Our brains have a default of saying "no" to new habits. Formation of new habits is a challenge and takes time. For some, it will take repetition for twenty days, others 200 days. It is best to start new habits in the morning when our brains are primed for it. It is also best to prime your brain with a mental run through of each step. Use these two neuro-tips to help you form some new habits.

Group Exercise

Does anyone have a story of a time when they created a new habit. How long did it take?

Are there culture habits you have that are different from those around you?

When everyone does a habit in a culture it's hard to even see it. Can you name any habits in this or past work cultures?

What is a personal cornerstone habit that generates other good things in your life?

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Habit Exercise for This Week

Each day in groups of two spend two minutes reviewing these concepts. Write one word in the blanks.

- 1. What habits have changed your life?
- 2. What habits do you notice in the culture around you?

TUE	changed	culture
WED	changed	culture
THUR	changed	culture
FRI	changed	culture





Creating a Culture of Valued People



Valuing Past, Present, And Future

Valuing People in Time

Like Dickens' *A Christmas Carol*, our minds experience the world in three time zones: past, present, and future. We must value ourselves and others in these three areas to feel fully valued.

Valuing the Past

We are shaped by our past. It is our foundation. People feel valued when our past is understood. Many people don't know themselves, and many leaders don't know what makes up an individual's personality. We will study Personality Science in depth so that collectively we can lead ourselves and others to their best selves. Gallup says this improves employee engagement by 70%. Why? Because we feel our past is known and understood.

Valuing the Present

We are shaped by our present. It is our current experience as people. People feel valued when their present is understood. Many people are out of touch with their present, and many leaders don't know how to emotionally connect in the present with others. We will study Emotional Science in depth so that collectively we can engage with one another. Google studies show that this is the number one factor that makes teams succeed, more than education, clear goals, and deep purpose. Why? Because when we feel understood and safe in the present, we can be our most creative and energetic selves.

Valuing the Future

We are shaped by our future, for it is the future vision of ourselves. Forming a clear vision of the future helps us feel value is coming our way. Many people don't take the time to envision the future, and many leaders don't know how to help others create this vision. We will study Values Science in depth so that collectively we engage with a value-filled future as individuals, as teams and as organizations.

Group Exercise

What is special about people in your life who have known you for a really long time?

Who do you know that is really good at empathizing with others? How do they affect people?

Have you ever made a future plan about how to do life? How did that make you feel?

How would it affect you if everyone around you valued your past, present and future?

What Is One Small Thing You Can Do To Help You Live Out This Lesson?

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Habit Exercise for This Week

Notice throughout the week when you feel most affected by your past, present or future circumstances.

TUE	past	present	future
WED	past	present	future
THU	past	present	future
FRI	past	present	future



Creating a Culture of Valued People



Self, Team, Community

What Makes an Organization?

People come together in organizations, in its highest form, to create value for themselves and others. People together in organizations accomplish what individuals alone cannot. There are three synergistic relationships in every organization. First, the relationship with **self** or the individual. Next is **team**, which is the smallest working unit, usually 2-12 people. Finally, the **community** the organization serves. The value between these three needs to be synergistic. When balanced, a multiplication effect happens and organizations can experience a 20% boost in productivity from this optimized valuing.

Synergizing the Three Groups

Synergistically valuing the self, team and community makes great things happen. When individuals understand how to create value for themselves in the past, present, and future, they bring optimal human thriving to their team. Teams dedicated to valuing each member multiply the human energy of the individual. Studies by Google and Harvard confirm this. Lastly, when individuals and teams like these interact with the community, there is one more layer of positive feedback. Your community will feel valued, and according to Gallup, this leads to a 23% greater market share. It creates a win-win synergy.

3+3=VP Culture

Simply put, we will be applying the three value sciences of Personality Science, Emotional Science, and Values Science to self, team, and community. The outcome looks like this. The individual self will value themselves and bring their optimized self to the team. The team will apply the three sciences to their work and interactions to optimize the team. Finally, we focus on how those three sciences affect the community. This pattern will be used to create a VP Culture that is optimal from individual to community.

Group Exercise

How would you describe the difference between a friendship and an organization?

How would you describe the difference between an interest group like a sports team and an organization?

What does it feel like to be on a team that increases your personal energy?

Have you ever felt like a company was treating you like a commodity to just extract money from you? What did that feel like?

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Habit Exercise for This Week

Notice throughout the week what most affects your personal energy.

TUE	self	team	community
WED	self	team	community
THU	self	team	community
FRI	self	team	community