

Managing-Leading **GROUPS, TEAMS** AND MORE

Dr. Stephen Hobbs



**Introducing Gream: The Choice
Between Group and Team**

WELLthMovement.com

9+1
series

Managing-Leading Groups, Teams and More

Introducing Gream: The Choice Between Group and Team

By Dr. Stephen Hobbs

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Introduction

This e-book is about YOU, for YOU and eventually realized by YOU.

The word *YOU* is an awesome word in the English language. It refers to you as a singular person and you as a group of people.

Therefore...in reading this e-book:

1. You are a person implementing your LEARN | DECIDE | ACT requirements.
2. You are a manager-leader involved with the group of people.
3. You are a group of people who are learning together.

Always and in all ways-YOU are involved!

It's YOU who decides to:

Before moving on, whatever actions you take after reading this book indicate those ideas you determine are most important to you. Therefore, choose your thoughts wisely, act in service to others, critically reflect in and on your actions, document your learning, and celebrate.

Enjoy the read!

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## Managing-Leading the Well-Living Workplace™

The well-living workplace is a place of work where people work well together. For people to work well together, everyone has to be mindful of how and why managing-leading is important. For some, they must be overtly practical and disciplined in how and why they manage-lead.

In support of managing-leading the well-living workplace, I've written a series of e-books to breathe life into the concept and its practices based on truth, trust, and transparency.

These e-books serve as guides to establish and sustain the concepts and methods for individual well-being, and when combined, improve the well-living of all staff, no matter their level, and the clients they serve.

~

## **9+1 Characteristics of the Well-Living Workplace**

Whenever people gather to organize work, it's important to do so through the well-living workplace concepts and practices.

The 9+1 characteristics of the well-living workplace found below were framed during two years of work in Eastern Africa in the late 80s. The characteristics were shared throughout the 90s while working on wellness in the workplace programs for businesses, government departments, and non-profit workplaces. In 2004, they were further refined and included in the book, *Creating the Well-Living Workplace*.

They still apply today!

Possibly, they are more relevant today—and for the next twenty plus years.

The characteristics that follow were modified from the 2010 version of the book. Instead of focusing on the role of manager leader, the 10 insights guide everyone's actions in the workplace.

Whatever the position, there is a measure of managing leading involved, the degree of which is described and explained in a job profile. For example, the front receptionist leads people to the workplace by giving directions. The CEO manages the use of the phone system to respond to queries.

~

## 9+1 Key Characteristics of the Well-Living Workplace

The well-living workplace involves the creation of a workplace community where everyone practices the following 9+1 key characteristics:

1. Lead from the vision. With an expressed and inspiring vision, people guide others along the path as everyone works from the vision.
2. Listening-based leadership. People inspire and motivate others in their work; they are listening how to best advance and sustain engagement.
3. Network-based management. When all people know they manage lead at one time or another, they will realize they work in a network that has no center.
4. People bring their uniqueness to their jobs. As people bring who they are to work, there is a shared agreement to create safe and original interactions.
5. Balance among people, producing and profit. People are the mainstay of the workplace; through their performance, they collectively produce the required outcome.
6. Ethical and supportive behavior. As people go about doing their great work, they do so through practiced workplace values and to support each other.
7. Movement of lifelong learning. This is where formal, informal and incidental lifelong learning is encouraged to the benefit of each person personally and collectively.
8. Contribution to society. As the workplace draws its resources from the wider community, the workplace gives back in some form.
9. Balance among risk, fun, and creativity. People work through freedom and flexibility to find the best path to complete their tasks and assignments.
- +1. People work in service to others. In fulfilling one's work, consider how one serves others, both internally and externally, in the workplace.

If you were to add characteristics, what would they be?

I suggest you pause here and reread the characteristics again so you can be sure the characteristics have a meaning for you.

Edit the statements. By editing, you add, alter and delete the statement(s) so the statement(s) has/have the richest and deepest meaning for you.



Paraphrasing Nelson Mandela, ex-prime minister of South Africa: When you use your words in conversation, you connect with the heads of others.

When you use their words in conversation, you connect with the hearts of others.

Therefore, make the words of this e-book yours in whatever way makes sense to you to encourage engagement, retention, performance improvement and personal development.

Let's continue and bridge the characteristics listed above with the contributions you'll make in *Managing-Leading your Well-Living Workplace*.

~\*~

## As You Manage-Lead

When you manage lead, you hold the systems together and encourage the heads, hearts, and hands of those involved. Therefore, it's particularly important you have more managing-leading tips, tools, and techniques available for the situations you will encounter.

As a jumping off point, you are encouraged to work fromward and forward. That is:

\* To lead *fromward* is to lead from the imagined/ideal future, as expressed in the mission, vision, values, and result.

If your department is working on a new project with tight timelines, then the result is the project completed before the stated time and above project standards.

**Fromward:** Educating *from* the future you've imagined about manifestation.

You are working *fromward* with an intention (working from the ideal state.)

\* To manage *forward* is to manage for participation among people as they interact with the workplace systems.

As the manager of a new project, you help the group get the work done according to the project standards.

**Forward:** Navigating systems in which people work through being their best for the workplace regarding their LEARN | DECIDE | ACT about materialization.

You are working *forward* with attention (working the current state forward.)

When you take these two actions, leading *fromward* with intention and managing forward with attention, you have the possibility to create the well-living workplace. In such a workplace,

people experience living their great lives while co-creating the well-living world via productive contributions.

~~~

Meaning of 9+1

The use of the 9+1 designation is meaningful to the e-book series, as evident in the 9+1 list mentioned above and what follows as the core subject matter in this e-book. As a result, it's important to give meaning to this designation.

9+1 is a naming convention used to theme conceptual and practical insights drawn from years of experience in creating well-living workplaces.

Of the ten listed insights, the +1 idea suggests more noticeable impact. However, the final decision regarding your +1 idea is yours. Maybe the suggested +1 is not your idea. Maybe one of the other nine insights is your +1 idea, or you write your +1 statement.

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## Moving into this E-Book with Awareness about Groups, Teams & More

To manage and lead groups and teams requires knowledge and skills in *people navigation*.

Moving people forward—together—at a pace that recognizes the personal values of each person and supports the people contributing to the business outcomes requires considerable effort and corresponding time and money.

*People navigation* fluctuates as an hour-by-hour, day-by-day, and week-by-week adventure. Just when you think you have a handle on people, you have to navigate another twist or turn. Therefore, it's essential for you to learn how to improve, focus, and strengthen your involvement with people.

Of particular importance is the focus you place on the assignment of time, effort, and money to your group/team. Moreover, it's how you involve your staff in these time, effort and money allocations that result in personal achievements and group/team accomplishments.

This e-book introduces time and effort suggestions for you and your group/team members to adopt and proactively integrate into your collaboration. The allocation of money follows your

understanding of time and effort assignment because money is a measurable expression of action.

~\*~

## Groups and Teams

Before outlining 9+1 wise practices of managing-leading time and effort for yourself and your group/team members, let's look at the difference between groups and teams.

This e-book will help you gain understanding of time and effort allotments assigned to working with groups/teams. Often, more time and effort is required to sustain a team approach.

The following table is a compilation of key concepts and practices summarized from 30+ years of training, and hundreds of books and articles read on the subject.

| GROUP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | TEAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>❑ people are independent</li> <li>❑ people focus on themselves, not involved sufficiently in group objectives</li> <li>❑ people are unclear why they are together; individuals may know, the group may not</li> <li>❑ told what to do, rather than being asked; little accountability</li> <li>❑ do not understand the roles of others; some distrust</li> <li>❑ cautious about what to say; game playing</li> <li>❑ skills not necessarily known and sometimes can be limited by other group members</li> <li>❑ when conflict arises, unclear how to deal with it</li> <li>❑ may or may not participate in decisions affecting the group; will conform</li> </ul> | <ul style="list-style-type: none"> <li>❑ people are <i>interdependent</i></li> <li>❑ people experience mutual support and are involved from the beginning; communication from <i>commitment</i></li> <li>❑ people are clear why they are together; <i>the reason is known to everyone</i></li> <li>❑ help establish goals and objectives; clear ownership; <i>accountability for and responsibility to assignment</i></li> <li>❑ climate of trust; openly expressed ideas; questions are welcomed</li> <li>❑ open and honest communication</li> <li>❑ utilize skills learned; support given by the team members</li> <li>❑ work through conflict into consensus</li> <li>❑ participate in decision making and recognize someone will have to make the decision; not about conformity</li> </ul> |

Having read the table (above), answer whichever question applies:

1. If you are working to create a group or working as a group, what time and effort allocation are required to move the group forward?

or

2. If you are working to create a team or working as a team, what time and effort are required to create or move the team forward?

As an alternative to group/team, reflect on the following idea.

### **Gream**

To navigate the perennial quagmire of answering, “Are we a group or a team?”, consider the concept of *gream* and the practices it suggests.

Gream is the hybrid of *group* and *team*. In other words, starting with *group* (the left side of the table), you and your group members become adept at using some of the characteristics of *team* (the right column). The *team* characteristics you collectively choose and integrate are needed to engage and recognize working together.

Often, to work in a team concept—especially in the mobile-virtual-culturally diverse-waning and waxing requirements of the business world in delivering products, services, and experiences—is difficult. However, selecting the appropriate team characteristics to inspire group members to engage and recognize at higher levels is a benefit to all.

Also, the appropriate selection of team characteristics lessens the time and effort required to establish and sustain a team. This situation is especially true as people move in and out of the team; this movement means existing, and new people are always in the team development.

Whereas, if the best of the team characteristics are selected for the group and work situation, then new members to the group can learn and apply these features immediately.

### **Time and Effort Focus**

Workers have more and more to do with less—do it quicker—do it more affordably—do it safer, and much, much more. The question becomes: “What allocation of time and effort is required to accomplish group (gream or team) work?”

Therefore, to get things done efficiently, cheaper, and safe, means—you have to focus on what matters most while holding to the adage “if you believe it, you will see it.”

Reread the insight above and take in what it means.

You must focus on what matters. Agreed. However, to focus on what matters is another level of awareness for the group/gream/team.

This awareness moves from *attention* to an *intention* perspective. That is, from “if I see it, I’ll believe it” to “if I believe it, I’ll see it.”

Once you’ve appreciated these two perspectives, reflect on the integration of them. Because what matters is holding both *attention* (past to present) and *intention* (future and present) within the work situation, giving both the time and effort they require by everyone involved.

It’s important you gain awareness of which perspective you’re leaving and which one you’re entering. And, why are you transitioning between them? This awareness is required competence to advance personal excellence and group/gream/team success.

The 9+1 managing-leading *focus insights* found in this e-book are pertinent to manager-leaders of groups, greams, teams and all the people involved.

## **Groups, Teams & More in the Workplace**

Consider, to some degree, every person in your organization manages-leads people in some form of grouping.

The following 9+1 Insights about managing-leading people are worded as though you are improving, focusing, and strengthening your efforts and systems re: groups, greams, teams, and more.

Therefore, in reading the insights:

1. As a manager-leader, determine how best to help your staff to help you establish and sustain a group, team and more using the actions suggested herein.

And yet, if you are someone who:

2. Knows and practices managing-leading with limited insight into groups, teams and more, continue to read how best to help your staff according to the actions below.
3. Is managed-lead by another and seeks to improve the groups and teams, continue to learn ways to help your manager-leader use these actions in support of the organization of great work via groups, teams, and more.

## **Moving Forward with 9+1 Insights about Managing-Leading Groups, Teams & More**

- The 10 insights further expand on the 9+1 Characteristics of the Well-Living Workplace outlined above.
- The 9+1 insights focus on managing-leading groups, teams, and more on a day-to-day basis.
- Each insight begins with a focal insight followed by an action statement.
- Additional ideas are given to highlight the movement you take to manage-lead groups, teams and more.
- Also, there are three questions to LEARN | DECIDE | ACTION for each insight.

## **9+1 Insights about Leading and Managing Groups, Teams & More**

1. When you focus—you manage-lead from your mission, vision, and values of the organization of work. In doing so, those you touch experience a shared perspective with fusion.
2. When you focus —you improve relevant work processes like delivery and sales that help increase value and profits. In doing so, subtle yet dramatic shifts or even quantum leaps occur within your organization that has profound outcomes.
3. When you focus—you organize through a pattern like AABABBCCDCDD rather than ABCABCABCKDEFTTDEFDEF. In doing so, you gain efficiencies that are lost when putting aside unfinished projects and starting new projects.
4. When you focus—you seek the lighter side of work. In doing so, laughter infuses the interactions and fun can be had by all.
5. When you focus—you interact with others where they are today. In doing so, you gain valuable insights you may have missed and received confirmation that you are on track for magnificence.
6. When you focus—focus on: when you lead, you lead; when you manage, you manage. In doing so, you work to be the best for the organization rather than being the best in the organization.
7. When you focus—you facilitate (draw from) and coach (urge on) others through dialogue. In doing so, you are clear in how you inform and consult others, which affords you applicable information from formal meetings, sending/receiving e-mails and chatting in the lunchroom.
8. When you focus—you discover more about yourself. In doing so, you get to know others who help you see your blind spots, just as you do for them.
9. When you focus—you enthusiastically welcome transition because of change. In doing so, you meet challenges in a certain way to inspire you in your work.
- +1. When you focus—you open your crossed arms away from your chest. In doing so, your stance invites the energies of work-related learning and development to beat a path to your heart's eye.

**Insight #1: When you focus—you manage-lead from your mission, vision, and values of the organization of work.**

In doing so, those you touch experience a shared perspective with fusion. Therefore, focus on clarifying the work ahead, evaluating as you go, reflecting on what is essential, correcting for alignment, and staying open to possibilities as you sustain relevance between your individual capabilities and organized defined competency.

**Action:** Having read the main statement and its additional explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

What are YOUR immediate thoughts/feelings about managing-leading from your mission, vision, and values of the organization of work?

What do you need to continue, stop and start doing to manage-lead from your mission, vision, and values of the organization of work?

Continue

Stop

Start

For the main statement, “Manage-lead from your mission, vision and values of the organization of work?” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?



**Insight #2: When you focus—you improve relevant work processes like delivery and sales that help increase value and profits.**

In doing so, subtle yet dramatic shifts or even quantum leaps occur within your organization that has profound outcomes; you experience what is relevant to do rather than merely doing something for the sake of doing it. Therefore, focus on moving the organization mindset from good to great to magnificence (*magnificent significance*) by doing what matters today while realizing what you are working *from* as a guide.

**Action:** Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about improving relevant work processes like delivery and sales that help increase value and profits?

B. What do you need to continue, stop and start doing to improve relevant work processes like delivery and sales that help increase value and profits?

Continue

Stop

Start

C. For the statement, “Improve relevant work processes like delivery and sales that help increase value and profits,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #3: When you focus—you organize your work through a pattern like *AABABBCCDCDD* rather than *ABCABCABCKDEFTTDEFDEF*.**

In doing so, you gain efficiencies that are lost when putting aside unfinished projects and starting new projects; when you return to the unfinished projects, you re-start them again, forgetting where you left off. Therefore, focus on getting it all done and returning to the project a short time later to validate that the project meets your standards. Remember, you seek progression, not perfection. (However, there are exceptions. Know if you are involved in an exception, e.g., the surgical table in a hospital.)

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about organizing your work through a pattern like *AABABBCCDCDD* rather than *ABCABCABCKDEFTTDEFDEF*?

B. What do you need to continue, stop and start doing to organize your work through a pattern like *AABABBCCDCDD* rather than *ABCABCABCKDEFTTDEFDEF*?

Continue

Stop

Start

C. For the statement, “Organize your work through a pattern like *AABABBCCDCDD* rather than *ABCABCABCKDEFTTDEFDEF*,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

#### **Insight #4: When you focus—you seek the lighter side of work.**

In doing so, laughter infuses the interactions and all can have fun. Therefore, focus on illuminating what helps, reducing individual and group burdens and grounding people every day in what matters to them and the organization. In doing so, hold a smile and see the humor in what is around you.

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about seeking the lighter side of work?

B. What do you need to continue, stop and start doing to seek the lighter side of work?

Continue

Stop

Start

C. For the statement, “Seek the lighter side of work,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #5: When you focus—you interact with others where they are today.**

In doing so, you gain valuable insights you may have missed and receive confirmation that you are on track for magnificence. Therefore, focus on sharing what you know, finding out where they are in their work-related learning and development, and embracing the learning conversation as a vital link in progressing *forward* (working from a future intention).

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then make it so.

A. What are YOUR immediate thoughts/feelings about interacting with others where they are today?

B. What do you need to continue, stop and start doing to interact with others where they are today?

Continue

Stop

Start

C. For the statement, “Interact with others where they are today,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #6: When you focus—focus on: when you lead, you lead; when you manage, you manage.**

In doing so, you work to be the best for the organization rather than being the best in the organization. Therefore, focus on doing one significant thing each day that engages the hands, heads, and hearts of your staff and especially yourself.

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about focusing on: when you lead, you lead; when you manage, you manage?

B. What do you need to continue, stop and stop doing to Focus on: when you lead, you lead; when you manage, you manage?

Continue

Stop

Start

C. For the statement, “Focus on: when you lead, you lead; when you manage, you manage,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #7: When you focus—you facilitate (draw from) and coach (urge on) others through dialogue.**

In doing so, you are clear in how you inform and consult others, which affords you applicable information from formal meetings, sending/receiving e-mails and chatting in the lunchroom. Therefore, focus on educating others in ways that help them to help you manage-lead.

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about facilitating (draw from) and coaching (urge on) others through dialogue?

B. What do you need to continue, stop and start doing to facilitate (draw from) and coach (urge on) others through dialogue?

Continue

Stop

Start

C. For the statement, “Facilitate (draw from) and coach (urge on) others through dialogue,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #8: When you focus—you discover more about yourself.**

In doing so, you get to know others who help you see your blind spots, just as you do for them. Therefore, focus on sharing aspects of your life and your work that can be helpful to others so they feel they can share things with you.

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about discovering more about yourself?

B. What do you need to continue, stop and start doing to discover more about yourself?

Continue

Stop

Start

C. For the statement, “Discover more about yourself,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

**Insight #9: When you focus—you welcome transition, because of change, enthusiastically.**

In doing so, you meet challenges in a certain way to inspire you in your work. Therefore, focus on determining the correct ladder to be placed against the correct wall for each particular challenge and identifying what helps and hinders your work and action. Learn how to resolve what hinders you, and especially action learn how to do more of what helps you.

**Action:** Having read the main statement, its two subsequent statements and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about welcoming transition, because of change, enthusiastically?

B. What do you need to continue, stop and start doing to welcome transition, because of change, enthusiastically?

Continue

Stop

Start

C. For this statement, “Welcome transition, because of change, enthusiastically,” to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?



**+1 When you focus—you open your crossed arms away from your chest.**

In doing so, your stance invites the energies of work-related learning and development to beat a path to your heart's eye. Therefore, focus on challenging your beliefs, opinions, assumptions, and perceptions while pulling the curtain back and keeping it back in all of what you are, have and do.

**Action:** Having read the main statement, its two subsequent statements, and additional explanation, answer the following three questions to breathe life into the main statement so it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about opening your crossed arms away from your chest?

B. What do you need to continue, stop and start doing to open your crossed arms away from your chest?

Continue

Stop

Start

C. For the statement, "Open your crossed arms away from your chest," to be true in managing-leading groups, teams and more, what needs to be true in your workplace today?

~\*~

## **Three Activities to Strengthen Managing-Leading Groups, Teams & More Using the 9+1 List**

#1: Cut and pick the statements.

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips and place them in a bowl.

With your eyes closed, mix the 10 pieces of paper.

Pick one statement. Alternately, have a group/team member pick the statement.

Act upon it for the next meeting.

Repeat the process.

**Suggestion:** Instead of adding the action of the second statement to the first statement, use the second statement as leverage to get more out of the first one and vice versa.

For each subsequent statement, you select, use it as a lever to multiply the effect of the others.

#2: Cut and order the statements in a sequence for implementation.

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips.

Prioritize the statements with your work group or team.

Agree on prioritization.

Assign timelines for implementation.

Act on the first statement.

Repeat the process according to timelines.

Use each statement as leverage on the previous statement(s) to multiply the effect of the action(s).

#3: Expand on the verbs.

Each main statement starts with an action verb.

Choose another action verb to determine if it strengthens the meaning of the intended action.

Write additional action statements to expand on the intention of the statements listed above.

Then, repeat activities #1 and #2 with the complementary statements.

**Example:** Seek the lighter side of work.

Co-create the lighter side of work through organizing group/team events with other groups/teams.

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## 9+1 Insights about Leading and Managing Groups, Teams & More

1. When you focus—you manage-lead from your mission, vision, and values of the organization of work. In doing so, those you touch experience a shared perspective with fusion.
2. When you focus—you improve relevant work processes like delivery and sales that help increase value and profits. In doing so, subtle yet dramatic shifts or even quantum leaps occur within your organization that have profound outcomes.
3. When you focus—you organize through a pattern like *AABABBCCDCDD* rather than *ABCABCABCKDEF TTDEFDEF*. In doing so, you gain efficiencies that are lost when putting aside unfinished projects and starting new projects.
4. When you focus—you seek the lighter side of work. In doing so, laughter infuses the interactions and fun can be had by all.
5. When you focus—you interact with others where they are today. In doing so, you gain valuable insights you may have missed and/or receive confirmation that you are on track for magnificence.
6. When you focus—focus on: when you lead, you lead; when you manage, you manage. In doing so, you work to be the best for the organization rather than being the best in the organization.
7. When you focus—you facilitate (draw from) and coach (urge on) others through dialogue. In doing so, you are clear in how you inform and consult others, which affords you applicable information from formal meetings, sending/receiving e-mails, and chatting in the lunch room.
8. When you focus—you discover more about yourself. In doing so, you get to know others who help you see your blind spots, just as you do for them.
9. When you focus—you enthusiastically welcome transition because of change. In doing so, you meet challenges in a certain way to inspire you in your work.
- +1. When you focus—you open your crossed arms away from your chest. In doing so, your stance invites the energies of work-related learning and development to beat a path to your heart's eye.

## As a Way of Closing This Book

In the *spirit of ask*, consider the following three questions:

1. **Which 9+1 statement(s) are you avoiding because it is too hard to do? Why is that the case?**
2. **What if** you were more focused at work? Describe how you would experience your work.
3. **What if** you helped others to become more focused? Describe how you and others would experience the work.

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## Have you Found this E-book Helpful?

Suggested next actions:

1. Visit [WELLTH Movement](#) to learn more about our products, services, and experiences.
2. Request an EX2-Discovery Call to learn more about managing and leading and workplace culture.

Are you responsible for learning, development, and education for your group, team, department, and workplace?

WELLth Movement has an array of products, services, and experiences you will find useful for managing-leading and workplace culture.

We work with you to ensure positive reaction, practical learning, precise application, direct impact, and ROI.

To find out more, or to explore other options, contact our Experience Design Team at +1 403 875 0449 (CANADA), or by email at [stephen@wellthmovement.com](mailto:stephen@wellthmovement.com).

We appreciate you exploring this e-book and look forward to hearing about your progress.



Stephen Hobbs, EdD

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