

Managing-Leading the **WELL-LIVING** **WORKPLACE™**

Dr. Stephen Hobbs



**Enroll people in doing their work
through commitments**

WELLthMovement.com

9+
series

Managing-Leading the Well-Living Workplace

Enroll people in doing their work through commitments

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:

Oppose Bystand Follow Move

Kantor (2012): Reading the Room

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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### **Books in the Series**

1. Managing-Leading the Well-Living Workplace (you are reading))smiles
2. Managing-Leading Mentoring in the Workplace
3. Managing-Leading Groups, Teams and More
4. Managing-Leading Organizational Culture
5. Managing-Leading Engagement and Recognition

All books are available via [stephen@wellthmovement.com](mailto:stephen@wellthmovement.com) and 1-403-875-0449 (CANADA)

## **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 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. They 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 ten or 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 to how best to 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. The culture 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, consideration gives to 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 that 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 that 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 that 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 possibilities 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.

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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. A brief explanation follows.

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**

Remember, to some degree, every person in a workplace manages-leads.

The following 9+1 Insights about managing-leading the well-living workplace present as though you manage-lead others.

Therefore, in reading the insights:

1. As a manager-leader, determine how to best help your staff, help you manage-lead according to the actions suggested herein.

And yet, if you are someone who:

2. Knows and practices managing-leading without a formal title, continue to read to determine how best to help your colleagues help you manage-lead according to the actions below.

3. If you're managed-lead by another person and seek to improve your involvement, continue to read to determine how best to help your manager-leader use these actions in their approach to managing-leading.

What follows are 9+1 insights useful to managing-leading the well-living workplace.

Each insight begins with an action verb followed by two additional action verbs.

These three actions highlight the movement you can take to manage-lead others.

There is an additional summary to add more meaning to the insight.

Also, there are three questions to LEARN | DECIDE | ACTION each insight.

Suggestion: You'll need to take notes: Take out a pen or paper, smartphone, tablet, or computer to complete the questions below.

~\*~

## **9+1 Insights about Leading and Managing**

1. Enroll people in doing their work through commitments. Use work-related learning and development to engage the heart of employees. Make work commitments doable while stretching their job assignments.
  2. Establish and implement short-term and long-term performance improvements. Create situations for verifying competency to move from good performance to competent performance. Ensure leadership and management practices that mentor and facilitate the involvement of all people in their performance improvement.
  3. Entrust people to think and do their best for the workplace. Provide reward, recognition, inspiration, and motivation applicable to the breakthroughs requested. Match encouragement with workplace culture.
  4. Equip individuals with transition concepts and practices. Sustain their involvement in career development as they work from their next position. Seek to anticipate and predict rather than react and fix.
  5. Educate to influence both inside and outside a workplace. Share to educate and listen to learn. Ensure the communication, message, and the medium is appropriate to the audience.
  6. Enable more informed decisions. Ensure a participatory decision process balanced by quality decisions that have the likelihood of implementation. Share the decisions openly answering 'so what, so that, and what else' questions without exception.
  7. Embed management-leadership approaches that are helpful to everyone. Critique the science of management-leadership and the art of managing-leading. Understand how management is complementary to leadership, just as managing is to lead.
  8. Encourage improvement in management and leadership action. Recognize why, how and where/when to use leading/managing. Discover why, how, and where/when to be a leader/manager.
  9. Equilibrate the hindering and helping elements of workplace learning and the actions of organizing the work. Evaluate the current corporate culture and compare it to the ideal culture as framed by mission, vision, and values. Deal with the strategic, structural, relational, communicative and resource issues of leadership/management in concert with workplace learning and action.
- +1 Enthuse manager-leaders to use business principles to support the mission and vision of the workplace. Fashion and foster a compelling mission with a vision that inspires and enthuses those involved. Create a generative space through which to work at all times.

## **Insight #1: Enroll people in doing their work through commitments.**

...Use work-related learning and development to engage the hearts of the employees.

...Make work commitments doable while stretching their job assignments.

To commit is to make promises. To keep promises requires courage. To engage the heart of others requires everyone to act courageously in fulfilling their work commitments. People enjoy challenges! Being given work they can see doing—or learning from—adds to their perception of your recognition of them.

**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 that 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 enrolling people in doing their work through commitments?

B. What do you need to continue, stop and start doing to enroll people in doing their work through commitments?

Continue

Stop

Start

C. For the statement, “Enroll people in doing their work through commitments,” to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **Insight #2: Establish and implement short-term and long-term performance improvements.**

...Create situations for verifying competency to move from good performance to competent performance.

...Ensure leadership and management practices that mentor and facilitate the involvement of all people in their performance improvement.

Improving performance involves both short-term and long-term learning and development plans. Becoming competent at some concepts and practices, like emailing, takes a short period. Demonstrating project management skills requires a longer period of time. Using mentoring and facilitating adds to performance improvement. When people who manage and lead value their role as workplace educator (e.g., as a mentor and facilitator), then the real learn-action is sustainable.

**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 that 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 establishing and implementing short- and long term-term performance improvement?

B. What do you need to continue, stop and start doing to develop and implement short- and long term-term performance improvement?

Continue

Stop

Start

C. "Establish and implement short and long-term performance improvement." For this statement to be true in creating the well-living workplace, what needs to be true in your workplace today?

### **Insight #3: Entrust people to think and do their best for the workplace.**

...Provide reward, recognition, inspiration, and motivation applicable to the breakthroughs requested.

...Match acknowledgment and encouragement with workplace culture.

People do their best when they know and feel they are encouraged. Therefore, appropriate rewards, somewhat available to all, must be communicated in clear and ongoing ways. Recognition varies from person to person, depending on their hierarchy of value. When manager-leaders give recognition according to this hierarchy, people feel heard and acknowledged. This encouragement works best when consciously managing-leading the workplace culture journey. When inspiration and motivation match the journey, then reward and recognition are consistent!

**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 that 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 entrusting people to think and do their best for the workplace?

B. What do you need to continue, stop and start doing to assign people to think and do their best for the workplace?

Continue

Stop

Start

C. "Entrust people to think and do their best for the workplace." For this statement to be true in creating the well-living workplace, what needs to be true in your workplace today?

#### **Insight #4: Equip individuals with transition concepts and practices.**

...Sustain their involvement in career development as they work from their next job.

...Seek to anticipate and predict rather than react and fix.

A transition is an individual's response to change. How people deal with change is a measure of their resilience. A lot of individuals are relying on best practices that are past-based. How people anticipate and predict actions from today are 'wise practices.' These smart practices are balanced by how people react and fix things that have occurred so as to bring best practices forward. The competence of resilience coupled with the adoption of transition concepts and practices are relevant career development tools.

When people use resilience and transition practices in their current job, people can carry them forward into their next job. In doing so, there is deeper and richer learning application for the individual and a noticeable impact on the workplace of work. The transition is as much about transactional action for the current job as it is about transformational action to acquire the new job.

**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 that 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 equipping individuals with transition concepts and practices?

B. What do you need to continue, stop and start doing to equip individuals with transition concepts and practices?

Continue

Stop

Start

C. For this statement, "Equip individuals with transition concepts and practices," to be true in creating the well-living workplace, what needs to be true in your workplace today?



## **Insight #5: Educate to influence both inside and outside a workplace.**

...Share to educate, listen to learn.

...Ensure the communication message and the medium is appropriate for the audience.

When people share they educate. When people listen, they learn. Anytime there is communication with others, the message and medium (the channel for the message) must be appropriate to the audiences' needs and wants. People are watching the feet of those who manage and lead them. They are listening to learn which way to journey. Confusion lessens trust. Similarly, external stakeholders like customers, clients, and vendors are listening for the message through the channel that meets their needs and wants.

**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 that 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 educating to influence both inside and outside a workplace?

B. What do you need to continue, stop and start doing to educate to influence both inside and outside a workplace?

Continue

Stop

Start

C. For this statement, "Educate to influence both inside and outside a workplace," to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **Insight #6: Enable more informed decisions.**

...Ensure a participatory decision process balanced by quality decisions that have the likelihood of implementation.

...Share the decisions openly. Answering 'so what, so that, and what else' questions without exception.

Accountability assignment must be accompanied with authority to make decisions. Decisions informed by the locations in which the decisions are made and by people closest to the decisions. When exceptions arise, guidance must be quick and clear. Therefore, making a quality decision is framed by the quality of the questions asked. Asking contrarian and critically reflective questions are two ways to use the creative process in support of decision-making.

**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 that 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 enabling more informed decisions?

B. What do you need to continue, stop and start doing to enable more informed decisions?

Continue

Stop

Start

C. For this statement, "Enable more informed decisions," to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **Insight #7: Embed management-leadership approaches that are helpful to everyone.**

...Critique the science of management-leadership and the art of managing-leading.

...Understand how management is complementary to leadership, just as managing is to lead.

One cannot have management without leadership or manage without leading; they are complementary! To manage and lead means that the body of knowledge (i.e., value the concepts) of management-leadership must frame and then interpret to manage and lead (i.e., use the practices in) a situation.

Of importance, the time was taken to critique and value the foundational meaning of management and leadership (rather than take up the latest management-leadership concept) will frame the necessary and essential competencies required in learning how to manage and 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 that 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 embedding management-leadership approaches that are helpful to everyone?

B. What do you need to continue, stop and start doing to embed management-leadership approaches that are helpful to everyone?

Continue

Stop

Start

C. For this statement, “Embed management-leadership approaches that are helpful to everyone,” to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **Insight #8: Encourage improvement in management and leadership action.**

...Recognize why, how and where/when to use leading/managing.

...Discover why, how and where/when to be a leader/manager.

To manage with effectiveness and lead with relevance means one must become competent at the management and leadership concepts (regarding being knowledgeable and ready) and their associated practices of managing and leading (regarding being skillful and able).

Also, one must be willing to manage and lead. That is, one's willingness to LEARN | DECIDE | ACT is about one's attitude that, in turn, balances aptitude and altitude.

How you approach your work through sharing your character and commitment leverages your current capabilities with the competencies required for your current or next job. When you can answer questions like "Why I am doing this work?", "How am I to do this work" and "With whom am I to be doing this work?" you can improve your managing and leading action.

**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 that 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 encouraging improvement in management and leadership action?

B. What do you need to continue, stop and start doing to encourage improvement in management and leadership action?

Continue

Stop

Start

C. "Encourage improvement in management and leadership action." For this statement to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **Insight #9: Equilibrate the hindering and helping elements of workplace learning and the actions of organizing the work.**

...Evaluate the current workplace culture and compare it to the ideal culture as framed by mission, vision, and values.

...Deal with the strategic, structural, relational, communicative and resource issues of leadership/management in concert with workplace learning and action.

To equilibrate (to bring something into dynamic equilibrium) is to consciously balance learning at the workplace level with the associated actions of doing the work.

To balance learning and action, it is advisable to assess workplace culture. From this assessment, it is possible to identify the key issues that are hindering and helping how people manage and lead.

Then, with a clear line of sight among mission, vision, values, managing, and leading can learn-and-action support basic form and function as well as causal and casual relationships.

**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 that 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 equilibrating the hindering and helping elements of workplace learning and the actions of organizing the work?

B. What do you need to continue, stop and start doing to equilibrate the hindering and helping elements of workplace learning and the actions of organizing the work?

Continue

Stop

Start

C. "Equilibrate the hindering and helping elements of workplace learning and the actions of organizing the work." For this statement to be true in creating the well-living workplace, what needs to be true in your workplace today?

## **+1 Enthusie manager-leaders to use business principles to support the mission and vision of the workplace.**

...Fashion and foster a compelling mission with a vision that inspires and entuses those involved.

...Create a generative space through which to work at all times.

The day-to-day decisions to improve individual performance and increase group productivity guide the readiness, ability, and willingness of those who manage and lead. They must entuse their employees to work from business principles rather than busyness principles.

While people can find activities to fill work hours (i.e., busyness), it takes guidance from those who manage and lead to sustain a clear line of sight regarding principles for people to work in and on the business. Holding generative space by those who care to manage and lead allows for dialogue about business and busyness that equilibrates, encourages, embeds, enables, educates, equips, entrusts, establishes and enrolls people in essential business activities.

**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 that 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 entusing manager-leaders to use business principles to support the mission and vision of the workplace?

B. What do you need to continue, stop and start doing to entuse manager-leaders to use business principles to support the mission and vision of the workplace?

Continue

Stop

Start

C. "Entuse manager-leaders to use business principles to support the mission and vision of the workplace." For this statement to be true in creating the well-living workplace, what needs to be true in your workplace today?

~\*~

### **3 Activities to Strengthen Managing-Leading the Well-Living Workplace Using the 9+1 List**

#### **#1: Cut and Pull**

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.

Act upon it for the week.

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.

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).

Suggestion: Choose one of the 10 statements as the +1 statement. Insert it into the sequence when you want to add a significant boost to the actions.

### #3: Expansion on the 'E' Verbs

Each main action statement started with an 'E' related verb.

Choose another letter, like 'C.'

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

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

**Example:** Entrust people to think and do their best for the workplace.

Clarify the result from which the people can think and determine how to do their best for the workplace.



## **PRINT THIS PAGE FOR CUTTING**

Enroll people in doing their work through commitments: Use work-related learning and development to engage the heart of the employees. Make work commitments doable while stretching their job assignments.

Establish and implement short and long-term performance improvement: Create situations for verifying competency to move from good performance to competent performance. Ensure leadership and management practices that mentor and facilitate the involvement of all people in their performance improvement.

Encourage people to think and do their best for the workplace: Provide reward, recognition, inspiration, and motivation applicable to the breakthroughs requested. Match encouragement with workplace culture.

Equip individuals with transition concepts and practices: Sustain their involvement in career development as they work 'from' their next job. Seek to anticipate and predict rather than react and fix.

Educate to influence both inside and outside a workplace: Share to educate and listen to learn. Ensure the communication message, and medium is appropriate to the audience.

Enable more informed decisions: Ensure a participatory decision process balanced by quality decisions that have the likelihood of implementation. Share the decisions openly answering 'so what, so that, and what else' questions without exception.

Embed management-leadership approaches that are helpful to everyone. Critique the science of management-leadership and the art of managing-leading. Understand how management is complementary to leadership, just as managing is to leading

Encourage improvement in management and leadership action: Recognize why, how and where/when to use leading/managing. Discover why, how and where/when to be a leader/manager.

Equilibrate the hindering and helping elements of workplace learning and the actions of organizing the work: Evaluate the current workplace culture and compare it to the ideal culture as framed by mission, vision, and values. Deal with the strategic, structural, relational, communicative and resource issues of leadership/management in concert with workplace learning and action.

Enthuse manager-leaders to use business principles to support the mission and vision of the workplace: Fashion and foster a compelling mission with a vision that inspires and enthuses those involved. Create a generative space through which to work at all times.

## Have you Found this E-book Helpful?

Suggested next actions:

1. Visit [WELLthMovement](#) to learn more about our products, services, and experiences—one of which may be useful to you now.
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), and 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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