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THE MINDSET



Throughout our whole life we shape and develop the way in which we look upon the world around us. Some call this 'mindset' or 'mental models', others call this 'stories' or 'dreams'. It is our fundamental beliefs and principles that govern the ways in which we think and act. Our mindset also impacts what we expect from others and what we are likely to impose on others to be "the right way". Our mindset defines our ability to understand and take on new thinking and it shapes the language we use to communicate. That is why it is so important for us to become more aware of our mindset and develop the language we use to interact with others. This section will explain some principles and beliefs that 'Get Connected' is based upon.

The following headings highlight some mindsets that we have found have a great impact on how we lead and take care of our culture in teams. We regard these as fundamental when creating a healthier and more productive culture. Please read these principles with an open and reflective mind – try to challenge your own current thinking in order to understand and appreciate new perspectives.

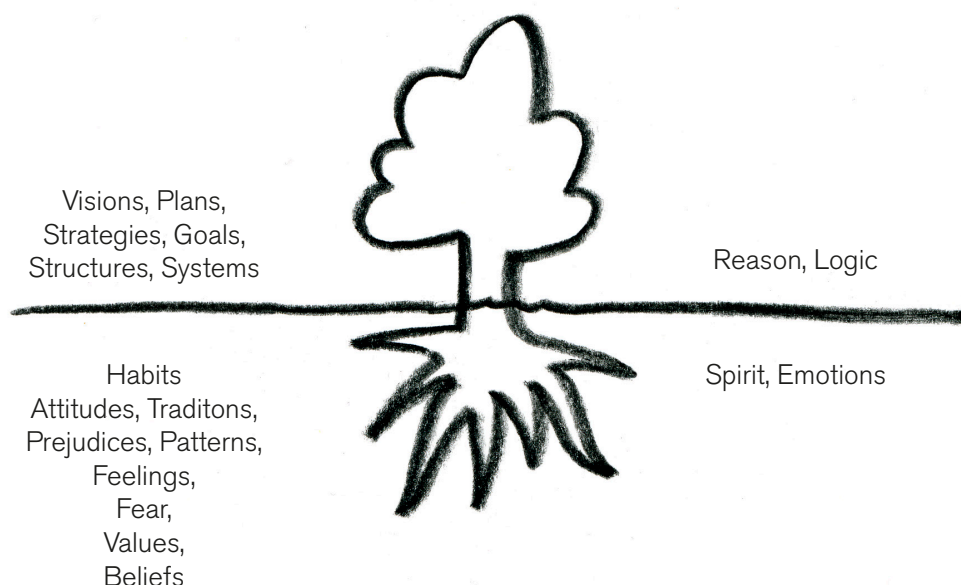
Every perspective is presented in a short and concise way followed by a self-reflecting question. Please take a few minutes to reflect and connect yourself with the question and your present mindset. Make

your own notes in the space below each perspective of what comes to your mind.

THE TREE METAPHOR

An iceberg has only one ninth showing above the surface of the water, so eight ninths are actually invisible. The iceberg metaphor is often used to illustrate situations where there is a visible and tangible portion above the surface and a large, invisible and intangible portion below the surface. The tree has also a visible and an invisible part of it, and apart from an iceberg the tree is a living and growing system. We use the tree metaphor to illustrate the visible and invisible aspects of our lives. For each of us our reality consists of a part that is visible to others and also a part that is not. Often, the invisible side of life is a very large part of our individual perception of the reality.

If we use the tree metaphor to illustrate the reality of a corporation or a team, it could look like this; above the surface you have the rational and logical world. This world is looked upon as predictable and sequential. This part of our reality is usually expressed in plans, schedules, visions, goals, strategies, structures, processes, etc. It is usually based on the belief and mindset that everything can be controlled and predicted. Below the surface are the things you don't see but still exist, like our emotions and spirit. We usually talk about them as



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habits, traditions, attitudes, prejudices, patterns, feelings, beliefs, values, fears, etc. This part of our reality is something that we all know is there, but it is very difficult to predict and to manage. One could ask what is it that makes a tree grow strong and viable? The healthiness and strengths of the “roots” below the surface is a prerequisite for the “greenery” above the surface to flourish, grow flowers and fruits. You might say a tree needs to be well grounded in order to stand strong and

grow during the change of seasons above the surface. It is the same with us human beings, we need to be well connected to our inner life in order to stand strong in both good and difficult times. The saying that “Culture beats Strategy – every time!”, which in reality means that whatever logical strategy (above the surface) you may come up with, you will not succeed with it unless you align it to your current and desired culture (your attitude and emotions beneath the surface).

Reflective questions:

What do you pay most of your attention to – above or below the surface? Do you have a good balance?

TWO TYPES OF REALITY

Above the surface we focus very much on the reality related FORM and FUNCTION. In a project or team this is how we reach our targets on time, within budget, with the right resources and with the right quality. At the same time however, we must focus on the reality beneath the surface. If harnessed effectively in a team, the ENERGY and FLOW within us as human beings, will ensure a good working climate based on mutual respect, trust and a sense of belonging that gives us that all-important feeling of being of value and making a difference. Both

realities motivate and stimulate us as human beings, but in different ways. Let us make one thing very clear though – neither of these two realities alone will result in a successful project or teamwork. You need to address both! Unfortunately there is a widespread tendency to believe that we will be successful if we focus enough and mainly on the rational issues like the FORM and FUNCTION. The real success formula is rather based on a balanced plan including both the objective and subjective reality of our work.

Reflective questions:

What makes up your reality? Is it based on Form and Function, on Energy and Flow, or both?

PEOPLE – AS OBJECTS OR SUBJECTS?

If we view our team members as objects, we would recognise their logical thinking and ability to perform tasks. So when selecting members of a team we would look at their records for how well they could contribute by using their HEAD and HANDS. While if we were to view our team members from a subjective perspective we would try to recognise what they value, their individual dreams and ambitions and what

is important to them. What catches their HEART and SPIRIT? For any team member to be able to bring their whole self to work, they must be able to bring their HEART and SPIRIT as well as their HEAD and HANDS. In order to engage the full potential of every team member you need to recognize the importance of this balance.

Reflective questions:

What ignites your HEART and SPIRIT – and those of your team members? Are you/they aware of it and can you/they bring it to work?

USE OF “TIME”

A successful approach calls for an understanding and acceptance of the fact that the objective and subjective side of our reality are governed by two different types of time. The objective side above the surface is governed by the logical and sequential “chronological” or “clock” time, or as we illustrate it, TRIANGLE time. While the subjective side of below the surface is governed by “Kairos” time, which is time for the soul, time to connect

or as we illustrate it, CIRCLE time. A group of people needs both, triangle time to define and set objectives and schedules and circle time to connect you and your team members to their attitudes, feelings, dreams etc. Circle time is also time to relax and heal, to get new energy and to get focused, while triangle time is needed to measure and follow up desired results and outcome.

Reflective questions:

What type of time do you work in mostly? Do you have enough time to connect (circle time)?

DISCUSSION VS. DIALOGUE

The word “discussion” comes from “desiccate”, to break down into pieces, to define what is right and what is wrong, to state our opinion. We need discussions to determine and decide the rational side of our work. However, the word “dialogue” comes from building on each other’s views and trying to identify underlying causes and learn from each other. There is great power in being able to clearly understand the distinction between dialogue and discussion and when to use which to get the most value out of a

situation. We need to know whether a given situation needs discussion or dialogue, or both. Discussion is governed by the rational, logical triangle time, while dialogue is governed by the emotional and spiritual circle time which enables us to align, learn, understand and connect ourselves to the task we are to perform. We need to be clearly aware of this distinction, to be able to connect our rational reality with our emotional reality and thus utilise the full potential of team members.

Reflective questions:

How do you see the difference between discussion and dialogue – and do you know when and where to use each of them?

CHANGE VS. TRANSFORMATION

We set up teams and projects to develop, fix or reach something. In most cases it has to do with managing change. Change is what is happening around us. It could be new customer demands or increased competition, new techniques or a different organisation. Change happens in the environment around us and it takes place above the surface of our reality. In order for us human beings to take on change we need to adapt and align. This is called transformation.

Transformation is what happens inside of us in order to move or develop our mindset and understanding or consciousness. Transformation is what is happening inside of us beneath the surface. So in order to manage projects and a team we need to recognise the need to deal with both the actual change and the human transformation. This is especially important to recognise when the change will have an impact on our identity, ego or beliefs.

Reflective questions:

How do you have a good balance between the need for the emotional transformation and the rational and logical change in your team?

INDIVIDUAL AND COLLECTIVE

To take on change and enable transformation, we need to recognise that our reality not only consists of both the objective and subjective perspectives, but that there also exists both a collective and individual reality. We need to recognise the fact that what is shared and understood by a group actually consists of the collective sum of individual consciousness and understanding by

each person of that group. In order for your group to reach a defined objective and perform tasks in a coordinated, effective and efficient way you must invest in circle time. This enables each individual to connect themselves both to the objectives, tasks and to the values and principles that the team calls for before they can successfully complete it.

Reflective questions:

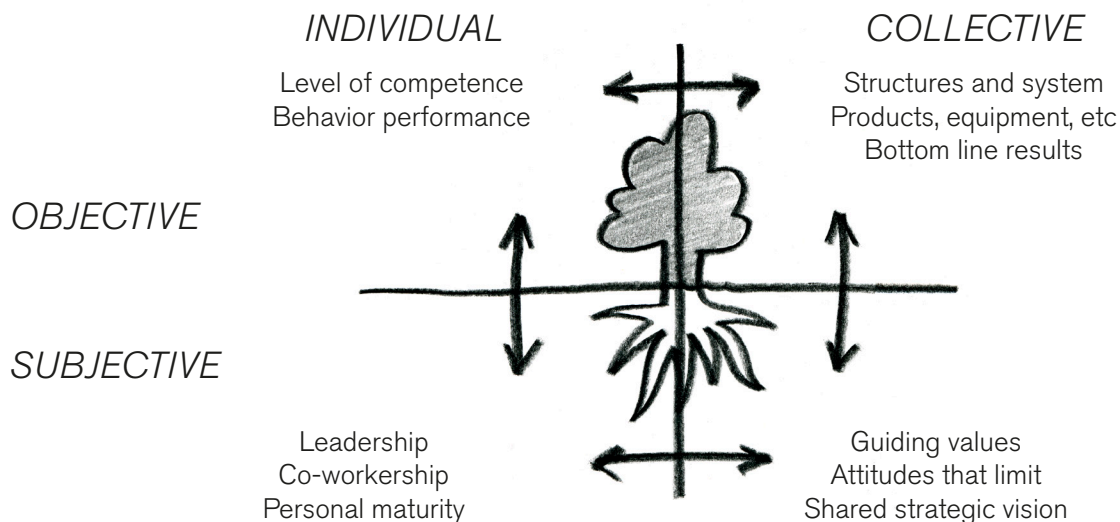
How do you make sure that each individual is connected to the objectives and tasks of your team?

How do you ensure that the individual and collective views are aligned?

A WHOLE HUMAN SYSTEM

If we put it all together it could be illustrated in four quadrants that make a Whole Human System. The tree metaphor would then illustrate our team as operating in a system with an environment that consists both of a rational/logical world and an emotional/spiritual world. The team output will be impacted by what is happening in the environment around and how we as individuals and as a collective group view

and share our objective and subjective realities. In order for a team to reach its objectives we need to work and align each quadrant, because they are dependent on each other. And we need to realise that this is a whole system approach that calls for actions in all four dimensions at the same time. See the illustration below.



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In the collective subjective dimension there are shared directions, collective dreams, i.e. our desired state. You must also make it possible for the individuals to align to their subjective side (both conscious and unconscious), internalize the change and see themselves in the future desired state before you can expect the team to change.

Reflective questions:

How do you work in all four quadrants? Do you tend to favour one or two? Why?