

FISH! CULTURE FACILITATOR'S GUIDE

Welcome

Letter from John Christensen.....	p. 4
-----------------------------------	------

Background for the Champion

Overview	p. 5
FISH! Culture Benefits	p. 6
What Culture Do We Want?	p. 7
Measuring Your Progress	p. 8
Mapping Your Journey.....	p. 9
Sample Journey Map.....	p. 10
FISH! Is an Invitation	p. 11
The Importance of Recognition	p. 12
Working <i>with</i> Resistance.....	p. 13
The O-FISH!-al What-To-Avoid Checklist.....	p. 16

Facilitator Instructions

Overview	p. 19
Prepare.....	p. 20
Facilitation Tips.....	p. 22
Conversation Facilitation.....	p. 24

FISH! Culture: Essential Conversations That Transform Your Organization

Conversation 1: The FISH! Philosophy.....	p. 27
Conversation 2: Be There	p. 35
Conversation 3: Play	p. 43
Conversation 4: Play, Trust & Creativity	p. 51
Conversation 5: Make Their Day	p. 59
Conversation 6: Choose Your Attitude.....	p. 67
Conversation 7: Passion & Engagement.....	p. 75
Conversation 8: Relationships	p. 83
Conversation 9: Communications.....	p. 91
Conversation 10: Who Are You Being?	p. 99
Bonus Conversation: A Personal Journey.....	p. 107

The Rest of the Journey	p. 116
--------------------------------------	--------

Acknowledgments	p. 117
------------------------------	--------

LETTER FROM JOHN CHRISTENSEN

Dear Colleague,

Whatever the subject, how we *talk* about our work shapes the way we *think* and *act* at work. In other words, our conversations *are* our culture.

The language of The FISH! Philosophy—Be There, Play, Make Their Day and Choose Your Attitude™—helps us talk honestly, safely and optimistically about the kind of workplace culture we want to create . . . together.

Conversation is just the start. The FISH! Philosophy comes to life in *action*. People who are living FISH! are *doing* FISH! They are being there for others. Making people's days. Being playful and creative. Intentionally choosing their attitudes, not letting the situation choose it for them.

As the creator of FISH!, I know that when an organization's culture is fueled by conversations

about trust, accountability and creativity, and when we put our words into action, great things can happen.

We believe your FISH! Culture journey will be a productive, rewarding learning experience, and we are eager to hear how it makes a difference for you! We trust it will lead you to see the possibilities of what work *can* be.

On behalf of everyone at ChartHouse Learning, thank you and congratulations as you begin your FISH! Culture journey!



John Christensen
Playground Director (a.k.a. CEO)
ChartHouse Learning



BACKGROUND FOR THE CHAMPION

OVERVIEW

This Facilitator’s Guide is designed to help you, the champion, lead effective FISH! Culture conversations. It provides ideas and strategies to create a productive, rewarding learning experience.

In the following pages, titled Background for the Champion, you’ll find information on:

- The benefits of FISH! Culture. How can it help you reach your goals?
- Deciding what kind of culture you want. What does it look like? What actions will create it?
- The importance of measuring where your culture is at now.
- A journey map to help you plot your course and record your progress and successes.

We’ve also provided some thoughts, based on years of feedback from organizations working with FISH!, on issues that you may encounter during your own journey. They include:

- Why FISH! is an invitation.
- The importance of recognition along the journey.
- How to work *with* resistance.

“Culture is the process by which a person becomes all that they were created capable of being.”

—Thomas Carlyle

FISH! CULTURE BENEFITS

Before embarking on a journey, we must be able to answer the question “What’s in it for us?” The FISH! Culture journey provides many benefits for those who are willing to take it. The following is just a start:

Business

Higher Retention: Employees who are cared for will be more likely to care for the organization in return. Employee satisfaction and retention increases, and more energy goes toward improving products and services.

Innovation and Change: With greater trust and communication, team members are more willing to share knowledge and information—increasing creativity and the speed at which you adapt to business changes.

Customer Satisfaction: Your employees are your best advertisement. Engaged and happy employees lead to happier customers—the best form of marketing.

Interpersonal

Aliveness and Wholeheartedness: When employees feel free to bring more of their personalities, talents and passions to work, everyone with whom they interact—from colleagues to customers—benefits.

Stronger Relationships: When relationships languish in mistrust, apathy and lack of appreciation, meeting goals and satisfying customers is difficult. But when relationships are grounded in trust, respect and accountability, it is easier to accomplish important tasks—in a way that fulfills those who are accomplishing them.

Overcoming Obstacles: The FISH! Philosophy is a language that helps coworkers and teams resolve breakdowns and hiccups in relationships and other issues.

“Things do not change; we change.”

—Henry David Thoreau

BACKGROUND FOR THE CHAMPION

WHAT CULTURE DO WE WANT?

ChartHouse Learning has a process to help you find, create and sustain the culture *you* want. It includes three phases—Find IT, Live IT and Coach IT.

Find IT helps you determine how to show up in a way that fulfills the organization's vision *and* who you want to be as a person. Live IT describes the actions that help you live in alignment with your personal vision and the organization's vision. Through Coach IT, your colleagues support you—and you support them—by helping each other to stay aware of when your actions are consistent with who you say you want to be.

FISH! Culture is a conversation-based tool to help organizations Live IT. The following Find IT questions will help your team decide *first* where you want to go and *who* you want to be, both as a team *and* as team members.

- How does each employee connect to our vision of the ideal culture?
 - How will each employee know what is expected of them?
 - How will we communicate that vision?
 - What tools will we need to build the vision?
 - What steps will we take to make our vision real and by when?
- Answering these questions will help guide the actions, through FISH! Culture, that will help you live into your cultural vision. For more information on the Find IT, Live IT, Coach IT process, call ChartHouse Learning at 800.328.3789.
- What do we want our culture to look, feel and sound like?
 - What do we want employee relationships to look like?
 - What do I/we want the interaction between employees and our customers to look like?
 - What changes do we need to make to live into that vision?

MEASURING YOUR PROGRESS

Once you know where you want your culture to go, it's important to understand where you're at now.

You may be familiar with the saying, "What gets measured gets managed." If you focus on absenteeism and employee theft, for example, you send a message of distrust. There are many valid business issues that can be measured, but if you want to change a culture, you need to focus on the factors that are the foundation of a culture:

- Values, including those that are officially espoused and those that are actually lived
- How we communicate with one another
- Stories about what has happened before, as well as traditions, symbols and history.
- The physical and emotional environment.
- How decisions get made.
- The quality of our relationships.

Informal questions can help get an insight into how people feel about their culture.

- What do you like best about our company?
- What do you like least?
- What kinds of behavior fit in well here?
- What kind of behavior doesn't fit?

- What would you change or improve here?
- What would you keep the same?
- When it feels good to be at work, what kinds of things are happening?
- When it doesn't feel good, what's happening?

How to Measure Results

ChartHouse Learning offers a Climate Survey to get you baseline information about your current culture. To download the free survey go to www.fishphilosophy.com/fishculture and click on Climate Survey.

The FISH! Skills Assessment™ is an effective and unique online tool for feedback. Contact ChartHouse Learning at 800.328.3789 for more on this and other assessment tools.

Whatever information you gather will help clarify issues and strengths. Share the anonymous summary results with the team. Often, identifying an issue is the crucial first step in finding a solution. More importantly, recognizing and celebrating your strengths provides a platform for building an even better culture.

Be sure to include initial assessment as well as follow-ups on your Journey Map (page 10).

BACKGROUND FOR THE CHAMPION

MAPPING YOUR JOURNEY

Have you ever traveled to an unfamiliar city without a map? You spend most of your time asking for directions and less time enjoying the sights and sounds of your experience. Your FISH! Culture journey is no different. The Journey Map provides a visual picture to help chart your course.

We've provided a sample map on the following page. In our example, we began building our FISH! Culture in January and completed the 10 conversations in six months, but it's up to you to determine how much time you need for these essential conversations and to plot your own course.

For Month 1, write the month you are starting (January in our example). Continue to fill in the months at the top of your Journey Map. Take note of blocks that are already filled in for you.

To help you stay on course, the Journey Map includes tasks and milestones you will want to remember. For example, *Celebrate Successes* is a must. Simple reviews of your successes keep FISH! lessons fresh and a part of everyday conversations. And don't forget to reward and recognize along the way.

If you are integrating other resources such as LeaderFISH![™] or FISH! Coaching, be sure to include these elements on your Journey Map.

Finally, it's vital to plan for communication, measurement and recognition throughout your journey. Decide what will be communicated when, how you will know that the group is

making progress and how you'll recognize the efforts and contributions of your team members. Thoughtful planning will help you be flexible and ultimately more successful.

For an extra blank copy of the Journey Map, go to www.fishphilosophy.com/fishculture and click on Journey Map.

Conversation 1 lays the foundation and sets the tone for all future conversations. So this experience needs to be inviting, engaging and meaningful. To help you do that, we've included some extra elements.

Plan for this experience to last 1½ to 2 hours. Choose a time when everyone can attend or prepare two opening sessions to ensure that everyone can participate.

Build Some Buzz: Invite Everyone to the Kick-Off

Invitations are not orders. For The FISH! Philosophy to work, individuals have to choose to embrace the practices. We recommend starting with one or more invitations to the opening conversation.

A few ideas...

- Send out the first invitation with little information, such as a “save the date” card. As the event approaches, send out a little bit more information—just enough to pique interest. Keep 'em guessing!

- Send out coupons for them to receive a free gift at your event.
- Put out fish-shaped food to make people curious.
- Have people call a special hotline (it could just be your internal number or a prerecorded message) for information about the event.
- Create an internal web page with clues that gradually reveal your event.
- Take time to personally invite each participant.

Hand out Personal Workbooks

Be sure to hand out a FISH! Culture Personal Workbook to each participant sometime before or during your first Essential Conversation. The workbooks contain short essays called FISH! Wisdom that participants read to help prepare for upcoming conversations. The workbooks also have plenty of space to record ideas and insights from their conversations and actions.

SESSION OUTLINE

Welcome—*Introduction and optional ice breaker*
 Video—*Show designated video*
 Conversation—*Facilitate discussion*
 Experience It—*Determine action items*
 Close—*Wrap up*

APPROXIMATE TIME

10-20 minutes
 20 minutes
 25 minutes
 30 minutes
5 minutes
 Total: 90-100 minutes

WELCOME/INTRODUCTION

Welcome and thanks for accepting the invitation to be part of our FISH! Culture conversations. Over the next few weeks we'll be talking about how we can create the kind of culture we want for ourselves.

Before we start talking about what's important to us, I'd like to do a quick activity to help us get to know each other a little better.

Ice Breaker Tip

Use small groups of five or so. Give each group a sheet of paper and a marker. Ask them to draw a circle in the middle, leaving enough room to write outside the circle. Ask people to find three things they all have in common and write those things inside the circle. Next, ask each person to come up with one thing that is unique about him or her, and write that outside the circle. After 5-10 minutes, address the entire group and ask for volunteers to talk about what they discovered they have in common and what is unique. (If you have small prizes to hand out, give them to the volunteers to encourage participation.)

Introducing FISH!

While the FISH! film is inspirational and entertaining, it needs a brief introduction. Here are a couple of options.

Option 1:

Tell how the FISH! Philosophy came to be.

One thing all of us have in common is that we all spend a major portion of our lives at work. If our workplace is not everything it can be, a large part of our lives is not everything it can be. But if our workplace is full of energy and fun, respect and support, our lives will be more satisfying. And if we feel that way, I have a feeling we'll work together better as a team, and serve our customers better too.

I'd like to tell you a quick story about the film we're going to see today:

Several years ago, a filmmaker named John Christensen was visiting Seattle. One of the locals suggested that he visit the Pike Place Market. Thousands of people go there daily to buy fresh fruits, vegetables, flowers and seafood. As John took in the colorful sights and enticing smells, a commotion on the other side of the open-air market caught his attention.

He followed the sound to a crowd gathered around a small fish market. When someone placed an order, the fishmongers would fire crabs and salmon over the counter for wrapping. The

If this is your first time facilitating FISH! Culture, take a few minutes to review the Facilitator

Instructions (pages 19-24). Listen to the Audio Companion for extra inspiration and ideas.

SESSION OUTLINE

FISH! Wisdom—*Read prior to attending the session*

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

We spend the majority of our waking lives at work, as well as thinking about, preparing for, and recovering from work. If we can't find some passion, commitment, and energy in our work, we may feel like we're just "putting in our time" for the majority of our lives.

Before they began exploring The FISH! Philosophy, the management and employees at Tile Tech, Inc. thought of themselves as guys who put roofs on houses. But when they began to see themselves as the people who build safe and secure homes for families, they discovered a new passion for their important work.

Seeing a greater purpose in their work gave the roofers a desire to be more wholehearted. Think about the times in your life when you are wholehearted—playing with your children, competing in a sport, reading a great book, or

maybe even doing the job you love. In each instance, you give all of yourself to that moment. Because you love what you are doing, you have no problem shutting out distractions and focusing on what matters. And because you give your all, in the end, the experience is much more satisfying.

Every job has *its* purpose, but sometimes we struggle to see *our* purpose. To find inspiration in our work, we have to ask ourselves, "How am I serving others; how am I making a difference?" Once we find a reason for our job, choosing wholeheartedness is easier. Then, like the Tile Tech roofers, we can discover the joy and deep satisfaction of passion and energy at work.

WELCOME/INTRODUCTION

In this session, you'll work with significant aspects of FISH! Culture—Passion & Engagement.

Welcome back to FISH! Culture, and thank you for coming. Today, we're going to talk about passion and engagement—finding inspiration in our work—no matter what our “jobs” are.

Ice Breaker Tip

Pair people up by having them find a partner who shares one of their passions. Say:

Think about two or three things you are really passionate about, that you love to do and inspire you. Now, find someone in the room who shares at least one of your passions. Talk to your partner about why you are so passionate.

REFLECTION

After a few minutes, invite everyone to have a seat and say:

When people talk about their passions, you can feel the energy. Today, we're going to be exploring passion and engagement. But before we begin, let's reflect on what we committed to doing with the practice of Choose Your Attitude.

Please turn to page 84, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?
- What impact did your actions have on other people?

- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

After a few minutes of discussion, say:

Thank you to everyone who is choosing their attitudes—at work and at home. Today, we're going to focus on passion and engagement.

VIDEO

To show the *Passion & Engagement* video, go to the main menu on your FISH! Culture DVD.

Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 7: PASSION & ENGAGEMENT**

I hope you've all had a chance to read this week's FISH! Wisdom (page 86 in your Personal Workbook).

As you watch the video *Passion & Engagement*, think about what inspires you. Ask yourself, "How does what I do make a difference?" When the video is over, we'll explore your thoughts and see how we can build more passion in our workplace.

"Nothing great in the world has ever been accomplished without passion."

—Georg Wilhelm Friedrich Hegel

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what does it look and feel like when you are really passionate or engaged in your work?

Allow enough time for several answers. If the conversation takes off on its own, go with it. If the discussion needs a boost, ask one or two questions from the Conversation Starters (based on the top choices that participants emailed you).

Conversation Starters

1. Why do you think the people in the firm are so engaged in their work?
2. How does what we do as an organization matter?
3. What would it take for us to be more wholehearted?
4. What is our organization's cause, purpose or mission?

Let the conversation continue for about five minutes. Conclude this segment by saying:

To really be wholehearted and excited about our work, we need to be passionate about what we do.

We're going to break into groups of three or four to have a little deeper conversation.

Divide the participants into groups of three to four by counting off.

With your group, take 10-15 minutes to discuss the questions starting on page 90 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

After your discussion, we'll get back together to hear what each small group talked about. Ask one member to speak for your group.

Small Group Questions

1. How do your relationships with colleagues impact your willingness to invest more of yourself into your work?
2. What about the job you do matters? What is its greater purpose?
3. How do you show appreciation when others show their passion for their work?
4. If someone on the team is disengaged, how does the team respond?
5. How do you think doing your job with passion makes you and your organization successful?