

FACILITATOR'S GUIDE



23

**tenets
of culture**

A BetterCulture Product

20 TENETS OF CULTURE
FACILITATOR'S GUIDE

EXPAND YOUR LIFE SKILLS.
ENHANCE YOUR REPUTATION.
ACHIEVE GREATER SUCCESS.

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Welcome

On behalf of all of us at BetterCulture, welcome to our **20 Tenets** program.

You are about to embark on a powerful experience that will encourage self-reflection and offer an opportunity for significant personal and professional growth.

Each of the 20 concepts covered in this program has the power to help you become an even better version of yourself. These timeless skills and insights possess massive potential to help you lead a more happy and successful life.

Using this workbook will help you get the most out of our program. We want you to receive maximum benefit from the time you invest, so we recommend that you keep this workbook handy as you progress through assessments, coaching videos, self-study, and group discussions. If you put in the effort, this workbook will become a lasting resource that will propel you to greater success.

A LITTLE ADVICE: TO MAXIMIZE YOUR GROWTH FROM THIS PROGRAM...

- ✓ Lean in. Listen closely to the videos. Make time for self-study and reflection. Participate in discussion. Eliminate distractions.
- ✓ Keep this workbook handy. Revisit the content and your notes regularly.
- ✓ Go beyond just understanding the 20 Tenets; we want you to put them into action. Focus on applying each Tenet in your day-to-day life.
- ✓ Step outside your comfort zone. Make an extra effort to try out the Tenets that may not come naturally to you.
- ✓ Stay connected to BetterCulture through our website (betterculture.com), email newsletters, and social media for continued growth and community.

Enjoy!

-The BetterCulture Team

About the 20 Tenets

Tenet (noun): *a principle, belief, or practice generally held to be true or virtuous, especially when held in common by members of a group.*

BetterCulture's *20 Tenets* are twenty attitudes and behaviors that will help you win the respect and admiration of others. They are universal. Each Tenet will propel you toward success in any work or social setting.

BetterCulture originally developed the 20 Tenets as a distillation of what hundreds of employers told BetterCulture makes someone a "star" employee. They are a list of the attitudes and behaviors any person can adopt to (a) contribute to a healthy team or workplace culture and (b) become a more valuable asset to any employer.

Once built, however, we heard from hundreds of participants who were using our 20 Tenets program that it helped them develop personally just as much as professionally.

Today, thousands of people use this program every day to become more successful and influential at work, become better parents, develop healthier relationships, improve team health, improve organizational culture, and generally become happier and more successful.

20 tenets of culture

Tenet 1: Coachable

Accept, appreciate, and even seek feedback.

Tenet 2: Helpful

Offer assistance eagerly and proactively.

Tenet 3: Assume Positive Intent

Grant colleagues the benefit of the doubt.

Tenet 4: Friendly Friction

Welcome intellectual conflict without making it personal.

Tenet 5: Welcoming

Take steps to ensure others feel included.

Tenet 6: Upbeat

Be positive, energetic, and hopeful.

Tenet 7: Forgiving

Choose to forgive missteps and relinquish grudges.

Tenet 8: Saying Thanks

Express frequent and meaningful appreciation to coworkers.

Tenet 9: Brag-'em-up!

Publicly praise and celebrate deserving coworkers.

Tenet 10: Gather & Sow

Pass along every compliment you hear.

Tenet 11: No Gossip

Discourage discussion of interpersonal drama.

Tenet 12: Kind

Be thoughtful and compassionate to coworkers.

Tenet 13: Restraint

Avoid topics likely to inflame personal conflict.

Tenet 14: All Aboard

Support team and company decisions once made.

Tenet 15: Friends

Create meaningful personal relationships with coworkers.

Tenet 16: Own It & Fix It

Acknowledge mistakes and repair any damage.

Tenet 17: Standing Up

Support managers who are protecting the team and culture.

Tenet 18: Tolerance

Accept or embrace diverse views and values.

Tenet 19: Unspeakables

Have the courage to start challenging conversations.

Tenet 20: Laughing Matter

Spread joy and have fun.

About the 20 Tenets Continued

EXCLUSIVE CONTENT FOR FACILITATORS

This Facilitator's Guide includes all the content that is included in the Workbook, plus exclusive content that is only in the Facilitator's Guide. These blue boxes are designed to help you quickly and easily see the content that is exclusive for Facilitators. Because the 20 Tenets program was originally developed for use in the workplace, you will notice that many of the Assessment and Coaching Videos tend to use language and examples that are related to work. If you are using this program with a more general audience (students, athletic coaches, volunteer groups, etc.), we suggest that you regularly re-focus your participants on more life-based examples. When BetterCulture hosts sessions with general audiences, we enthusiastically refer to these 20 Tenets not as the **"20 Tenets of Culture"** but rather the **"20 Tenets of Success!"**

HOW THE 20 TENETS WERE SELECTED

Our vision with 20 Tenets was to compile a useful list of characteristics that would help individuals achieve more success and happiness at work and in life. In addition to leveraging our decades of training, consulting, and coaching expertise, we interviewed dozens of highly successful individuals and conducted hundreds of hours of research to painstakingly winnow a plethora of themes down to 20 crisp and powerful concepts.

To make the final cut, each Tenet had to meet the following rigorous criteria:

- 1 Each Tenet had to resonate with business leaders as being a characteristic of highly successful and widely admired individuals.
- 2 Each Tenet had to be an attitude or behavior that varies considerably from one person to the next. For example, we did not include characteristics like "integrity" which are important but would have over 95% of any group reporting themselves as already exhibiting.
- 3 Each Tenet had to represent an attitude or behavior over which individuals have the power to make significant improvement. This means we did not include potential Tenets where performance improvement would depend on outside support or extensive training.
- 4 Each Tenet had to be universal. They needed to be applicable in every industry, team, and social setting.
- 5 Each Tenet had to make a noteworthy positive contribution to the cultural health of any group or team.
- 6 Each Tenet had to have the potential to advance the personal success and happiness of any individual who consistently exhibits the Tenet.

What remained at the conclusion of that process were 20 unique attitudes or behaviors, and the 20 Tenets were born!

We hope you will embrace and adopt these 20 Tenets. They will propel you down a pathway to greater success and happiness!

Have we made a good enough case? We hope so! Now let's get going!

A NOTE TO FACILITATORS: HOW THIS GUIDE IS STRUCTURED

This Facilitator's Guide provides you with a structured teaching process for each of the 20 Tenets. Each training group will have its own dynamics. A skilled facilitator/teacher can choose to use this Guide exactly as prescribed or with modifications they deem to be helpful and appropriate for a specific group or setting.

This Facilitator's Guide is crafted for use in live discussion sessions with a group of participants. Almost all of the activities or discussion items in this Guide are designed to be used in any meeting format (in-person, virtual, or other), though results and participation may vary.

The content in this Guide provides a minimum of 30 minutes of high-quality facilitated conversation around each of the 20 Tenets. Therefore, it contains 10+ hours of productive team-building and/or personal development content for participants. Most facilitators find the depth and quality of content in this program create much more than 10 hours of facilitated learning.

Here is the structure used in this Facilitator's Guide for each of the 20 Tenets:

- 1.** There is an "Introduction Question" at the beginning of each Tenet. These initial questions are designed to spark a bit of thought and discussion before any content is presented, providing participants with an opportunity to see if they can anticipate the meaning of the Tenet.
- 2.** The Tenet is then clearly defined for the participants as they either watch the Assessment Video or listen to the facilitator read the assessment script.
- 3.** The Facilitator will then ask participants to use a 1 to 10 scale to rate themselves on the specific Tenet being considered.
- 4.** Optional questions are then provided to encourage discussion after self-evaluation but before the Coaching Video.
- 5.** Participants will then watch the Coaching Video together for the specific Tenet being examined.
- 6.** Participants will then have the opportunity for more discussion, reacting to the Coaching Video. Additional discussion questions are provided.
- 7.** A Role Model question is then asked to encourage participants to identify individuals they have known who exemplify excellence on the Tenet being discussed. The purpose of this step is to encourage participants to learn from such role models and, when appropriate, let those role models know that they are appreciated.
- 8.** Finally, participants are asked if the Tenet being discussed is one they would like to focus on improving. We refer to these as **Focus Tenets**.

About the 20 Tenets Continued

SUGGESTIONS FOR FACILITATORS

Please visit www.BetterCulture.com/20tenets-facilitation for a full listing of resources, ideas, and best practices. Here are some fundamental suggestions to help facilitators be successful.

PRE-SESSION:

- Think about how you will promote and invite people to participate in this program. Doing so in an upbeat and positive manner can help to set the stage for the first session. It may be helpful to emphasize that the 20 Tenets program is designed to be both impactful AND enjoyable!
- Attend to the room set up. The quality of the meeting room and space should suggest good planning and reinforce the program's value. Good audio and visuals and adequate space for engaged discussion (and breakouts if appropriate) are important. (Note that classroom style is seldom ideal for discussion.)

IN-SESSION:

- **Stage Setting.** Don't stumble out of the gate. Your first five minutes are key – ensure your introduction is strong, and the rest will follow.
 - Be enthusiastic about this program; you are giving attendees the chance to find more success at work and in life.
 - Tell participants that the 20 Tenets program takes full advantage of one of the fastest (and most painless) ways we can achieve big personal growth: We are going to get rid of the fluff and learn the real-world attitudes and behaviors that highly accomplished and respected people credit for their success.
 - Be prepared to explain the big-picture purpose of the program, i.e., to help the participants find more success at work and in life. You may want to tell them that they will have the opportunity to learn what top business leaders say they MOST want to see (and reward!) in employees.
- **Encourage Participation.** Explain that the 20 Tenets program is structured to encourage participants to learn from one another. Their willingness to share their thoughts and examples in discussions will increase the program's impact.
- **Focus on the Engaged.** Don't get too focused on the few who might not be engaged. You seldom get buy-in from 100% of the participants, so reach those you can, and remember that is a HUGE success.
- **Don't Bluff.** You are facilitating, not teaching, so don't put pressure on yourself to always have an answer. Be comfortable with a pause and say, "I don't know. What are your thoughts on that?"
- **Stack the Groups.** Sometimes the dynamics in the room – the interactions and relationships that can be built between attendees – are as important as the content.

As you observe the dynamics, when breaking into smaller discussion groups you may want to pair (or separate) select individuals.

- **Don't Let the Clock Drive.** It is better to set a comfortable pace and go a bit deeper than to fly through. Let a good discussion run. It's not a race. You can always visit a topic later.
- **It's Your Script.** All BetterCulture materials are meant to be your tools. They work for you. You don't work for them. So feel free to go off script if it seems wise; don't hesitate to go where the moment takes you.
- **Loop Back.** As you progress through the Tenets, it can occasionally be good to loop back to an earlier Tenet if it powerfully combines with another Tenet or discussion.
- **Notice the Humble.** As you already know as a good facilitator, you will sometimes want to draw out your more quiet and reserved attendees. Often these participants will best share in smaller group discussions.
- **End on Time.** Cardinal rule: Do not go long. Running past your designated stop time can put a damper on an otherwise great session. Remember, you can always visit a missed topic later.
- **Have Fun!** Take the material seriously – not yourself. This is important content that can really help attendees at work and in life. Enjoy this opportunity to help them find more success!

ABOUT YOUR 20 TENETS HOST: ALBERT LAWRENCE

Incredibly personable and talented, Albert Lawrence was carefully selected to host the 20 Tenets program. A graduate of Yale University, and now based out of Los Angeles, Albert has a deep background in technology and media – both behind and in front of the camera. A highly respected producer and emcee for live events across the United States, Albert has worked with Apple, Disney, Warner Bros., CBS, and ABC. He's an on-air correspondent for the Emmy Award-winning television series, *The Henry Ford's Innovation Nation*, and has hosted hundreds of hours of video streams for Amazon Live. Albert donates time to the Television Academy Foundation, the Coca-Cola Scholars Foundation, and the United Negro College Fund, and emcees national fundraising events for organizations like AVON 39: The Walk to End Breast Cancer and Equinox's Cycle for Survival.



20 Tenets Host
Albert Lawrence

tenet 01 Coachable



TENET DESCRIPTION:

COACHABLE PEOPLE GRACIOUSLY ACCEPT, APPRECIATE, AND EVEN SEEK WELL-INTENDED FEEDBACK.

INTRODUCTION QUESTION:

What does it mean to say someone is Coachable? Why is being Coachable a good thing?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of being "Coachable." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

How "Coachable" are you? How open are you to receiving feedback and advice from others and giving it real consideration? Before you score yourself on this item, know that there are three categories of coachability: Category 1) You resist, or even resent, feedback. Category 2) You generally accept, but maybe not love, receiving feedback. Category 3) You actively seek out feedback from others. If you tend to resist, or resent, coaching from supervisors or colleagues, give yourself a low score. If you accept feedback with reasonable grace, give yourself an average score. Only give yourself a high score on this item if you can honestly say that you consistently and proactively ask for, and appreciate, feedback and guidance from your colleagues and supervisors.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Can you think of a time when you wanted to give someone feedback or coaching on how they could do something better, but you were hesitant because of how they might react? What kinds of behaviors might signal that someone is not coachable?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.



Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Can you think of someone you know who does a good job of coaching others? What does that person do to make them effective at delivering feedback and coaching?
- Can you think of a time when you were not as coachable as you now wish you would have been? Maybe you reacted badly when someone was trying to give you advice or guidance.
- Is there a current area of your life, or skill you'd like to acquire, where you might benefit from coaching? If so, can you think of anything that has prevented you from asking for advice or being coachable? What could you do to invite helpful advice or coaching?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Who do you know that excels at being Coachable—someone who would be a 9 or 10 on this Tenet? Tell us a bit about them and why you see them as being so coachable. What benefits do they gain from being coachable?

“People who are coachable have learned to genuinely appreciate coaching or advice. Whether you ultimately agree with the advice is up to you. Your job, if you want to be coached, is to let people know that you appreciate their investment in you.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would you benefit from being more Coachable? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become more Coachable? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

1	
2	
3	

INTRODUCTION QUESTION:

How would you describe someone who is Helpful? What does it mean when we say someone is Helpful?

▶ PLAY ASSESSMENT VIDEO. Let's listen to BetterCulture's definition of being "Helpful." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

When you are around others, how helpful are you to your colleagues and teammates? Are you attuned to the responsibilities and performance of those around you? Do you frequently find opportunities to be helpful? Give yourself a low score (a 1, 2, or 3) if you are disconnected or reluctant to pitch in and help others. Give yourself a mediocre score (a 4, 5, or 6) if you're willing to help when asked. And give yourself a high score (a 7, 8, 9, or 10) if you frequently jump in to help others – even without them having to ask for your assistance.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet
02
Helpful



TENET DESCRIPTION:

HELPFUL PEOPLE OFFER ASSISTANCE EAGERLY AND PROACTIVELY.

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- What are some reasons why someone may choose not to be as helpful as they could be?
- Is it possible to be too helpful? When might that be and why?

• [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Can you think of a recent situation where you could have been (and maybe even should have been) more helpful? What stopped you?
- Let's look at the other side: How willing are you to ask for help when you could use it? Why might some people not ask for help when they should?
- Who has been helpful to you in your life or career? Does reflecting on that inspire you to be more helpful to others?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Who do you know that excels at being Helpful – someone who would be a 9 or 10 on this Tenet? Tell us about them and why you see them as being so helpful. What benefits do they get from being helpful? What impact do they have on their team or workgroup?



The true measure of a man is how he treats someone who can do him absolutely no good."

- Samuel Johnson

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would you benefit from being more Helpful? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become more Helpful? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

1

2

3



Assume Positive Intent



TENET DESCRIPTION:

**PEOPLE WHO ASSUME
POSITIVE INTENT GRANT
OTHERS THE BENEFIT OF
THE DOUBT.**

INTRODUCTION QUESTION:

**What do you think BetterCulture means
by Assume Positive Intent?**

- ▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Assume Positive Intent." Then I am going to ask each of you to rate yourself based on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

When a teammate or colleague does something – or fails to do something – that negatively impacts you, what is your initial reaction? Are you prone to immediately become irritated and frustrated with the person who made the mistake, attributing the error to a lack of attention or effort from your teammate? If so, give yourself a low score on this one. Or when a colleague or teammate appears to have made a mistake, is it your initial reaction to say to yourself that "even though they made a mistake, I bet they were trying to do it right...and on top of that, there may be more to the story than I know"? If that's more typical of your initial reaction when a colleague appears to have made a mistake – meaning you give your teammates the assumption of positive intent – then give yourself a solid, high score on this one.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Is assuming positive intent your first natural reaction?
- Would you agree that, for most people, assuming positive intent is easier said than done? Why or why not?
- What are some reasons why it can be challenging to assume positive intent?

• [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.



Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

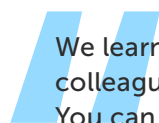
- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Do you have an example of when you did not assume positive intent and you were wrong in your initial assumption?
- Do you think learning to assume positive intent could positively impact a person's mood and mental health?
- What might help those who are not "wired" to give others the benefit of the doubt improve on this Tenet?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Who do you know that excels at giving others the benefit of the doubt – meaning they almost always grant the Assumption of Positive Intent? Do you know someone who would be a 9 or 10 on this Tenet? What kind of impact do they have on their team or workgroup?



We learn a lot about the health of your relationship with a colleague when that colleague screws up. At that point you have to make a choice, and it is a choice. You can immediately become exasperated, or even angry, with your colleague, or you can give your colleague the benefit of the doubt."

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Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at Assuming Positive Intent? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become stronger at Assuming Positive Intent? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

1

2

3

INTRODUCTION QUESTION:

What do you think BetterCulture means by Friendly Friction?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Friendly Friction." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate yourself on how well you accept – and even appreciate – intellectual conflict. How well are you able to listen to a friend, teacher, or colleague who disagrees with you or thinks they have a better idea, without becoming irritated or defensive? If you tend to have a knee-jerk, negative reaction to someone who finds fault with an idea of yours, give yourself a low rating on this one. To rate yourself very high on this Tenet requires that you do two things. The first is that you accept input from a person who disagrees with you without personalizing that conflict. If you typically do that, you already should rate yourself at a 5 or 6. To rate yourself up at an 8, 9, or 10, it should also be the norm that you express yourself when you think you may have a better idea than what a colleague has proposed. That is, you speak up when you disagree.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet 34 *Friendly Friction*



TENET DESCRIPTION:

**PEOPLE WHO
EMBRACE FRIENDLY
FRICTION WELCOME
INTELLECTUAL
CONFLICT WITHOUT
MAKING IT PERSONAL.**

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- How do you typically react when a friend, colleague, or even a stranger disagrees with you? Is your initial reaction to get defensive and/or argue? Or are you able to calmly listen to and consider the other person's perspective?
- What do you think makes it hard for some people to stay calm, open, rational, and non-judgmental when listening to perspectives they disagree with or just don't understand?
- Does it make a difference if the setting is in private or in front of others?
- Has a positive outcome ever resulted from a friend or colleague challenging an idea of yours? Would anyone be willing to share an example?

- [Add your own]

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- What do you think best enables someone to be able to have friendly friction? Is it a temperament? The quality of the relationship between the parties? Other factors?
- Albert suggested that it is important for us to speak up if we think we have a better idea to offer. Are you ever hesitant to do so? If so, why? Lack of confidence? Because you fear the other party will not appreciate or want to consider your thoughts? Or something else?
- Do you think you do a good job of encouraging others to feel comfortable disagreeing with you?
- Do you have anyone in your life who sees politics, religion, or lifestyle very differently from you, yet they are still a close and valued friend or family member? What do the two of you do to maintain that positive relationship despite your strong difference of opinion on some matters?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Who do you know that excels at Friendly Friction, meaning they welcome other opinions and embrace (maybe even enjoy!) intellectual conflict without making it personal? Do you know someone who would be a 9 or 10 on this Tenet? What benefit do they get from being comfortable with friendly friction? How does it help their team?



When we trace back some of the personal conflicts we see between team members, we often find the conflict was created by one of the two people who turned what was originally an intellectual disagreement into a personal conflict.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at Friendly Friction? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become stronger at embodying Friendly Friction? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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tenet 35 Welcoming



TENET DESCRIPTION:

**PEOPLE WHO ARE
WELCOMING TAKE
ACTION TO ENSURE
OTHERS FEEL
INCLUDED.**

INTRODUCTION QUESTION:

**What do you think BetterCulture means
by being Welcoming?**

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to
BetterCulture's definition of "Welcoming."
Then I am going to ask each of you to rate
yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate yourself on how much time and effort you put
into making sure others on your team feel welcomed
and included in the workplace. Give yourself a low
score (a 1, 2, or 3) if you are lackadaisical or passive
in this regard, always letting others take the lead
on greeting new team members and making sure
everyone feels part of the group. Give yourself a
moderate score (a 4, 5, or 6) if you are generally warm
and friendly and don't play favorites or operate in
exclusive cliques. Only give yourself a high score if you
frequently seek to involve others and often take steps
to make sure others feel welcome and included.

Following the assessment video, ask
participants to rate themselves using
the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

*(Informally poll the room to see how people rated themselves. This might include asking
participants to share their specific rating and why they rated themselves the way they did;
or it might simply be asking for a show of hands using a range: high, medium, or low).*

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Think back, maybe even to your youth. Were you ever the new kid in school or the new member of a team? What specifically did others do, or not do, to make you feel that welcome/unwelcome?
- What everyday environments or situations can you think of where being welcoming to others would make a positive impact?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.



Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- When people feel unwelcome, how often do you think it is because others don't notice or understand how that person is feeling? How often might it be that people don't know what to do or say to be welcoming? What else might be the cause of people feeling unwelcome?
- Have you ever felt uncomfortable within a group or team setting? What could someone have done to change that situation?
- What could your team or organization do to become even more welcoming?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who excels at making sure others feel Welcome and included? In what ways are they Welcoming to others? How do their efforts help their team?

Surface trait differences can be like glass panels between us. We see each other – and to some degree can hear each other – but they prevent people from really connecting. It doesn't need to be that way. We can shatter those barriers."

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be more Welcoming to others? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become more Welcoming? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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INTRODUCTION QUESTION:

What do you think BetterCulture means by being Upbeat? Why might being Upbeat build healthy cultures and help people be more successful?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of being "Upbeat." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate yourself on how positive and upbeat you are at work. Are you optimistic? Hopeful? Are you someone who encourages others, particularly when things are difficult? Or are you more cynical, skeptical, pessimistic, or abrasive? If you are the proverbial negative, "glass half empty" type, give yourself a 1, 2, or 3 at best. If you're in the middle, or if you waver back and forth, obviously give yourself a moderate rating. Only give yourself an 8, 9, or 10 on this one if you're one of those individuals who others on your team can count on to be reliably upbeat and encouraging.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).



TENET DESCRIPTION:

**UPBEAT PEOPLE ARE
POSITIVE, ENERGETIC,
AND HOPEFUL.**



DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Who are the most positive and upbeat people you know? What impact do they have on others (e.g., coworkers, friends, customers)?
- On the flip side, what do people do to make a group setting more negative and less optimistic? Do you think such people usually realize the impact they are having?

• [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Do you think being upbeat and positive is a fixed character trait? Or can it be influenced?
- What are some things that you do or use to help you keep or reignite an upbeat mood (e.g., music, hobbies, people, affirmations, exercise)?
- What could your team or organization do to become more upbeat?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who is consistently Upbeat, positive, and hopeful? What impact do they make on others? How important is their contribution to us either at work or in our personal lives?



When your thoughts are negative, your emotions will be glum and your energy depressed. When your thoughts are upbeat and positive, your emotions will be buoyant, and your energy will be high."

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be more Upbeat?
Is this a Tenet you would like to focus on?
If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become more Upbeat? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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tenet 37 *Forgiving*



TENET DESCRIPTION:

**FORGIVING PEOPLE
CHOOSE TO FORGIVE
MISSTEPS AND LET GO
OF GRUDGES.**

INTRODUCTION QUESTION:

Why do you think BetterCulture chose Forgiving as a Tenet?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Forgiving." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

This is a simple one to explain, but you might have to think for just a bit to rate yourself accurately. Where are you with respect to being genuinely forgiving when one of your coworkers (or a friend/family member/neighbor/etc.) has made a significant mistake or perhaps said or done something that really irritated – or even hurt – you? Most of us, by default, describe ourselves as forgiving, but are you actually forgiving? Give yourself a low score if you tend to hold on to grudges for a long time. Give yourself a much higher score if you are more likely to genuinely forgive a colleague who has done something to disappoint or anger you.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
 - Do you see a connection between this Tenet and others we've discussed?
 - When is the last time you have forgiven someone? How did it go? How did you feel before, during, and after?
- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Do you know people who have trouble letting things go when they are angry or irritated with a friend, colleague, or family member? Why do you think it is so hard for them to forgive?
- How important is an apology as a prerequisite to being forgiven?
- Can you think of a time when you forgave someone? Were you successful at truly forgiving and putting the issue out of your mind? Or did some remnant of those bad feelings remain? How did your forgiveness impact your ongoing relationship with that person?
- Are there situations where forgiveness is neither justified nor a good idea? For example, should we continue to forgive someone for the same repeated offense?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who is generously Forgiving? What impact do they make on others? How are they viewed by others?



Forgiveness alone won't always repair a relationship, but it is an essential step to start the repair process."

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be more Forgiving? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to be more Forgiving? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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INTRODUCTION QUESTION:

Why do you think BetterCulture believes
Saying Thanks is one of the keys to success?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Saying Thanks." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

How reliable are you at expressing appreciation to others in your workplace? At the most basic level, do you regularly say "thanks," or are you too stoic or busy to say thanks? If you're too busy – or if you don't think it's important – give yourself a very low score. Give yourself a mediocre rating (a 4, 5, or maybe a 6) if you say "thanks" regularly, even if in a somewhat robotic way. Give yourself a high score (a 7, 8, 9, or 10) only if you are someone who constantly looks for creative and meaningful ways to express your genuine appreciation to others.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).



Saying Thanks



TENET DESCRIPTION:

**SAYING THANKS MEANS
EXPRESSING FREQUENT
AND MEANINGFUL
APPRECIATION TO
PEOPLE WHO DESERVE IT.**



DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Do you believe that saying thanks is necessary when someone is just doing the job they are supposed to be doing?
- What attitudes or beliefs can get in the way of someone showing or expressing appreciation?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

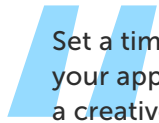
- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Can you think of a time when someone expressed appreciation to you that was particularly meaningful? What did they do or say that made it impactful?
- Albert mentioned the “five penny technique.” What are some other ideas for being intentional about saying thanks?
- How big is the difference between a casual “thanks” and a deeper, genuine expression of appreciation? Are there small things that make spoken appreciation more genuine? For example: eye contact, pace of speech, tone of voice, etc.?
- How do you like to receive thanks? In-person, written, public, private, etc.?
- How often do you initiate memorable and meaningful ways to let others know how much you appreciate them? Can you think of memorable examples? What did you (or someone else) do, and why was it impactful?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who is wonderful at Saying Thanks and showing appreciation? What impact do they make on others? How are they viewed by others?



Set a time at the start of every month to consider what you can do to show your appreciation for at least one deserving colleague. Your task is to do it in a creative way that both surprises and delights them.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at Saying Thanks? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to be stronger at Saying Thanks? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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tenet 39

Brag-'em-up!



TENET DESCRIPTION:

PEOPLE 'BRAG-'EM-UP' WHEN THEY PUBLICLY PRAISE AND CELEBRATE DESERVING COWORKERS (ESPECIALLY WHEN THEY'RE NOT AROUND).

INTRODUCTION QUESTION:

What do you think BetterCulture means by "Brag-'em-up!"?

- ▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Brag-'em-up!" Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

This Tenet asks how likely you are to tell other people, both inside and outside the company, about the outstanding teammates you work with. In other words, how good are you at being a great public relations agent for your best colleagues? Rate yourself high on this Tenet if you frequently boast about your best colleagues, making sure others know just how terrific they are and how much you appreciate them. If you don't go out of your way, but usually make others aware of where credit is due for a specific task or assignment, give yourself an average score of 4, 5, or 6. Rate yourself a 1, 2, or 3 if "gushing" about your colleagues is something you seldom or never do. Note that we are not asking you to rate how much you appreciate your colleagues. That's interesting, but that's **not** the question. The question here is how much time and effort you expend raving to others about your great colleagues and teammates!

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Can you think of an example of someone you barely know or maybe have never even met, who you think well of because of what someone else has told you about that person? Who told you about them? What did they say?
- What might be the benefits of “bragging up” others?
- What might be the opposite of bragging people up? What effects can that have?
- What types of characteristics or actions do you find most “brag-‘em-up” worthy?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.



Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Similar to Albert's example of visiting a bank, can you think of a recent situation where you were a customer, and whoever you were talking to missed an opportunity to do PR for one of their colleagues?
- If one of your friends or colleagues is exceptional, how confident do you think they are that you are telling others about how much you appreciate their unique talents or character? Is it 95% or 5%?
- If you seldom do PR for others, why not? What's holding you back?
- Is there someone you can think of right now who is deserving of PR from you – either professionally or personally? If so, make a plan to remedy that ASAP!

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who is wonderful at doing PR for others? How are they viewed by others? What impact do they make by doing PR for others?



Whenever you are making an introduction or handoff, you have a BIG opportunity to be a PR agent...and it takes less than 10 seconds to do!"

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at doing PR for others? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to become stronger at the Tenet of “Brag-’em-up”? If it’s helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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INTRODUCTION QUESTION:

Would anyone like to guess what BetterCulture might mean by this technique they call Gather & Sow? As a hint, it is similar to Brag-'em-up, but adds a couple more elements.

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Gather & Sow." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

We want to assess how effectively and frequently you deliver what we call second-hand compliments. There are three steps to this one, and you must be good at all three to get a high score. First, how frequently do you ask others in your work setting to tell you about colleagues who are doing a great job? This is the "gather" part. The second part is equally important for scoring yourself here. If you do regularly ask about who is doing great work, do you then make it a point to relay that compliment to the person who was being complimented? Maybe an example here would make this clear. Let's say you ask Jeff, "Hey, who has been doing great work on your team lately?" Jeff then tells you about the extraordinary effort Mary has recently put into a project. The question here in step 2 is: Do you then make sure that you pass that compliment along to Mary? Now, we move to the third part of this process. When you talk with Mary, do you make it clear that the compliment is not coming from you, but from Jeff? In other words, do you make sure that Mary understands just how much Jeff appreciates her work? That's what we call a second-hand compliment.

If you don't solicit or don't relay compliments about your colleagues, rate yourself low on this Tenet. If you pass along a compliment that you happen to hear once in a while, give yourself a 3, 4, or 5. Only give yourself a high score if you often seek out positive comments about others, and then pass along those compliments while always giving credit to the person who originally gave you the information.

tenet 10 Gather & Sow

**TENET DESCRIPTION:**

PEOPLE WHO "GATHER & SOW" PASS ALONG COMPLIMENTS THEY HEAR TO THE PERSON BEING COMPLIMENTED AND GIVE CREDIT TO THE PERSON WHO DID THE ORIGINAL COMPLIMENTING.



Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:
Rate yourself using a 1-10 scale.

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.
(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Can you think of a recent time you received a compliment? How did that make you feel?
- Taking this up one level, can you also think of a time when you learned that someone had been talking about you in a positive way when you weren't around? How did that make you feel? Are those "second-hand" compliments more powerful? Why?

• [Add your own]

▶ PLAY COACHING VIDEO: Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- This is one of the most powerful and eagerly embraced concepts in the 20 Tenets program. Why do you think this Gather & Sow technique is so effective at strengthening relationships and building healthier teams and work environments?
- Where could you use second-hand compliments more often in your personal life? What about your professional life?
- Imagine your boss's spouse pulls you aside at a company party and says, "Jill (your boss) just thinks the world of you. I swear she must tell me a new story about how excited she is to have you on her team every other week." What are all the positive implications of a comment like that?

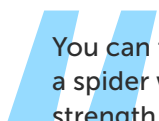
- [Add your own]



Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who is wonderful at Gathering and Passing along compliments? What impact do they make on others? How are they viewed by others?



You can think of these second-hand compliments as building and strengthening a spider web of positive connections between employees – a web whose strength in good times will create a more enjoyable work setting, and in hard times will help to hold your team together.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to Gather & Sow more often? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to more consistently or effectively Gather & Sow? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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tenet 11

No Gossip



TENET DESCRIPTION:

**PEOPLE WHO DON'T
GOSSIP DISCOURAGE
DISCUSSION OF
RUMORS AND
PERSONAL DRAMA.**

INTRODUCTION QUESTION:

So why do you think BetterCulture included No Gossip as a Tenet?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "No Gossip." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Gossip is not healthy for interpersonal relationships or for culture. So how much of a gossip peddler are you? Give yourself a low score if you enjoy gossip, occasionally start it, and tend to pass it along – even if it's just, you know, to a few of your friends. Give yourself a medium score (a 4 or 5) if you willingly listen to a juicy story, but don't pass it along. Give yourself a high score if you discourage or help shut down gossip in your life.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
 - What is gossip? How might we define it?
 - Think about a time when you found out you were being talked about in a negative way when you weren't around. How did that make you feel?
- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.



Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- How can gossip hinder "psychological safety" on a team (described in the quote box on the following page)? How can "psychological safety" be built on a team?
- How might this Tenet benefit us in our personal lives?
- If unhealthy gossip is occurring, how and with whom could it best be addressed? What can you do to discourage or shut down gossip?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who not only avoids Gossip but will say something to stop it? How are they viewed? Are they trusted and respected by others?

W The #1 characteristic of the best-performing teams is “psychological safety.” On these teams, individuals feel they can be themselves, speak freely, make mistakes, be imperfect and still count on being valued and respected by their peers.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at staying away from Gossip? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?



Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to embrace the No Gossip Tenet? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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INTRODUCTION QUESTION:

Why do you think BetterCulture included Kindness as a Tenet?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Kind." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate how kind you are when interacting with your coworkers. Do you make time for small, thoughtful actions? How much kindness do you extend to a coworker who is facing a challenge in their personal life? Now, we are not asking whether you CARE about others. We are asking how much you DO to show others that you care. Consider how you are seen by your coworkers. If you seldom extend acts of kindness to those you work with, give yourself a 1, 2, or 3. If you're average, give yourself a 4, 5, or 6. And if most of your coworkers see you as kind and thoughtful, give yourself an 8, 9, or even 10.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet 12 *Kind*



TENET DESCRIPTION:

**PEOPLE WHO ARE KIND
ARE THOUGHTFUL AND
COMPASSIONATE IN
THEIR INTERACTIONS.**

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Have you ever been the recipient of a random act of kindness? What kind of impression did it make?
- What was the most recent act of kindness you did for someone else (this can be as small as holding open a door for a stranger)? How did you feel as you were doing it?
- Are you a gracious recipient of kindness, or do you feel like you must “pay the kindness back”?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- What are some examples of common kindness you observe in your life?
- What do you think motivates someone to be unkind? Is it possible for someone who is rude, abrasive, or self-centered to become more thoughtful and kinder?
- When feeling a little down or blue, research indicates that doing something to help others can be a way to help us feel better. Have you ever experienced that?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who is exceptionally Kind? How are they viewed by others? What contribution do they make to the culture of your group?

tenet 12

Kind



People will forget what you said; people will forget what you did; but people will never forget how you made them feel.”

- Maya Angelou

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to show more Kindness? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to be more Kind? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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tenet 13

Restraint



TENET DESCRIPTION:

**PEOPLE WHO SHOW
RESTRAINT AVOID
TOPICS LIKELY TO
INFLAME UNNECESSARY
CONFLICT.**

INTRODUCTION QUESTION:

What do you think BetterCulture means by Restraint? Why would that be an admirable trait?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Restraint." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

We all know certain topics tend to be hot buttons that create hard feelings between individuals – topics like religion or politics. Rate yourself on how much restraint you have with regard to not needlessly bringing up topics that could lead to hard feelings or uncomfortable work relationships. Give yourself a high score if you have great restraint – meaning that you not only avoid needlessly bringing up provocative topics, but also avoid being drawn into a fiery discussion by a colleague who does. Give yourself a fair score if you're good at avoiding such topics, but occasionally get drawn in by an inflammatory colleague. Give yourself a 1, 2, or 3 if you are that frequent, or even occasional, flamethrower in the workplace.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Why do you think BetterCulture included restraint as a Tenet that could help team culture?
- Do you believe having control of your emotions is a sign of maturity?
- Do you believe your emotions determine your thoughts, or do you think your thoughts control your emotions? Which ultimately has more control over your behavior: your thoughts or your emotions?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

tenet 13

Restraint

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Sometimes restraint is not a virtue. Can you think of examples where it is necessary and appropriate to assertively speak up in the workplace?
- What are examples on the other side? When might it be appropriate to show more restraint in expressing your thoughts?
- Politics can be an issue that brings out strong emotions. When do you think it is appropriate to discuss politics in a work setting? When is it not?
- Can you think of someone in your personal life who seems almost determined to bring up topics or make inflammatory comments that are likely to create conflict? What impact does that have on their relationship with others, and how does their behavior impact the culture of the group?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who shows appropriate Restraint? How are they viewed by others? What contribution do they make to the culture of your group?



When employees show restraint on controversial topics, it provides a calmer sea on which the company can sail.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to show more Restraint? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?

tenet 13

Restraint

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to more effectively apply the Restraint Tenet? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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INTRODUCTION QUESTION:

Would anyone like to guess what BetterCulture means by All Aboard? Hint: It's about supporting the decisions of others.

▶ PLAY ASSESSMENT VIDEO. Let's listen to BetterCulture's definition of "All Aboard." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Imagine you are a member of a small team tasked with making an important decision for your company. You have compelling ideas and are confident your ideas represent the best path forward. However, after a long discussion, the group decides to go in another direction. You have been outvoted. Your ideas will not come to pass. The question we want you to rate yourself on is this: How quickly and enthusiastically will you be likely to get "on board" and support the decision made by the group? If you would mope or grumble after the decision was made, give yourself a low score. In fact, give yourself a 1 if you are likely to let everyone know just how much you disagree with the plan. And, you know, almost hoping for the chance to say, "I told you so!" If you would do the minimum of what was asked of you to implement the decision, without much effort or enthusiasm, give yourself a 4, 5, or 6. Only if you possess the rare ability to quickly get "on board" and become a champion for the decision made by the group should you give yourself a high score on this one.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"

10 = "I'm the Best" _____

tenet 14

All Aboard



TENET DESCRIPTION:

**PEOPLE WHO ARE
ALL ABOARD SHOW
SUPPORT FOR OTHERS –
INCLUDING SUPERVISORS,
COLLEAGUES, FRIENDS,
AND FAMILY MEMBERS
– WHO HAD THE
RESPONSIBILITY TO
MAKE A DECISION.**

tenet 14

All Aboard

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- Does anybody have an example you can think of recently where a decision was made by a group you were a part of that went in a different direction than what you were hoping? How did you respond?
- Can you think of an example from your personal life where someone you care for shared a brave, unique, or even questionable life decision? How did you respond? How did others respond? What is the impact of supportive responses versus non-supportive responses on that person and their relationships?
- When a decision goes wrong, what do you think of "I told you so" people who are quick to let others know they never agreed with a plan or decision in the first place? Why do some people seem to need to say, "I told them it would never work"? What's the psychological need they have that makes them say that?

- [Add your own]

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Have you ever worked with someone who tended to mope and complain when they didn't get their way? How were they viewed by others?
- What's the difference between being "all aboard" and either being inauthentic or participating in groupthink? How do you distinguish between a time when you need to speak up and a time when you need to be "all aboard"?

- [Add your own]

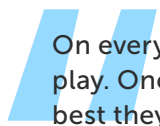
tenet 14

All Aboard

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or even a 10 on this Tenet – someone who outwardly supports decisions once they are made? What impact do they have on team success? How are they viewed by others?



On every sports team, someone has to be the coach. Someone has to call the play. Once the call has been made, it's each player's job to go run the play as best they can. Now, if instead of executing the play, one player continues to argue for a different play call while the game action resumes, bad things are going to happen. And not because the coach made a bad decision. That team is destined for failure because the player didn't get on board when the ship was moving out!"

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to work on making sure you openly support decisions once they are made by your team or supervisor? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to embrace the All Aboard Tenet? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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tenet 15 *Friends*



TENET DESCRIPTION:

**PEOPLE WHO
FOCUS ON FRIENDS
CREATE PERSONAL
RELATIONSHIPS THAT
ADD RICHNESS AND
VALUE TO THEIR LIVES.**

INTRODUCTION QUESTION:

Why do you think BetterCulture included a Tenet labeled Friends? What could having or making Friends have to do with building culture or helping people be more successful?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Friends." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate the degree to which you form friendly and meaningful relationships with your colleagues at work. Again, use the entire 1 to 10 scale. If you're really bad at creating friendships at work (or if you don't try or care), give yourself a low score (a 1, 2, or 3). If you're average at developing relationships, give yourself a 4, 5, or 6. If you're really good at establishing meaningful, personal relationships with your colleagues – relationships both you and your colleagues value – then give yourself a score of 7 or higher.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- We all know the word friendship, but it can be hard to define. What does friendship mean to you?
- Think about your best friend(s) that you've had in your life. What qualities made those relationships so strong or meaningful?
- What broad-ranging benefits do you think people receive by having meaningful friendships in their lives?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

tenet 15 *Friends*

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Have you ever worked with a close friend? How did that impact your work and your experience at work?
- What, if anything, worries you about having friends in the workplace? Is there any downside?
- What could you do – what initiatives could you take – to create more meaningful friendships in your life?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet? In what ways are they good at building Friendships? Why are they seen as being a good friend? How are they viewed by others? What contribution do they make to the culture of your group?



It's your friends who will show up when you really need them. It's your friends who will have your back, and that is no small thing."

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to create more Friendships at work? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

tenet 15

Friends

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to better embody the Tenet of Friends? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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INTRODUCTION QUESTION:

What do you guess BetterCulture means by “Own It & Fix It”?

▶ **PLAY ASSESSMENT VIDEO.** Let’s listen to BetterCulture’s definition of “Own It & Fix It.” Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

Rate yourself on how often and likely you are to take two steps after you have made a mistake or an error. Here are the two steps. First, do you quickly and openly take accountability for the mistake? If you’re not very good at that, you already should be giving yourself a 1, 2, or 3 at best on this Tenet. If you are good at taking accountability for your mistakes, the second question – and this is the “fix it” part – is this. Do you go visit with whoever was negatively impacted by your error, apologize to them for having made the mistake, and assure them that you will do your best to see that it doesn’t happen again? Give yourself a 4, 5, or 6 if you typically own your mistakes, but don’t often go back to apologize and reassure the impacted parties. Give yourself a high score if you acknowledge the mistake and go fix it with those who were impacted.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

SELF-RATING:

Let’s see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet 16

Own It & Fix It



TENET DESCRIPTION:

PEOPLE WHO “OWN IT & FIX IT” ACKNOWLEDGE THEIR MISTAKES AND TAKE ACTION TO REPAIR ANY DAMAGE.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = “I’m the Worst”

10 = “I’m the Best” _____

DISCUSSION QUESTIONS:

- What are the benefits of openly taking responsibility for our mistakes? How does this Tenet benefit us at work? What about in our personal lives?
- Why do you think some people avoid taking responsibility for their mistakes?
- BetterCulture recommends we openly take responsibility for our mistakes, but are there times when that wouldn't be wise?

- [Add your own]

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Can you think of a time when a friend or colleague made a mistake and took full accountability? What happened after? How were they viewed by others?
- If people are resistive to owning and/or fixing a mistake, what might you say or do to help them understand why doing so is likely in their self-interest?
- What are the elements of a good apology? What makes an apology less effective?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who is not defensive and is openly willing to acknowledge when they have made a mistake? How are they viewed by others?

tenet
16
*Own It
& Fix It*



We are all human. We all take a tumble once in a while. Accept it. It's usually not that big of a deal if you fall down, but you will do well to remember that people are watching how gracefully you get back up."

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be better at admitting your mistakes and taking steps to fix the damage? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to more consistently or effectively Own It & Fix It? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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tenet 17

Standing Up



TENET DESCRIPTION:

PEOPLE WHO STAND UP SHOW SUPPORT FOR AUTHORITY FIGURES WHO ARE DOING THEIR BEST TO HOLD OTHERS TO A REASONABLE STANDARD.

INTRODUCTION QUESTION:

What would you guess BetterCulture means by “Standing Up”? Hint: It has to do with how group members respond when one of their peers is being held accountable for poor performance or a bad attitude.

▶ **PLAY ASSESSMENT VIDEO.** Let’s listen to BetterCulture’s definition of “Standing Up.” Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

In almost every work setting, there will occasionally be a wayward employee whose performance or attitude is well below acceptable standards. When a supervisor addresses the situation with the offending employee (perhaps having a tough conversation, a “write-up,” or whatever the action may be), it’s common for the offending employee to gripe, grumble, or even make negative comments about the supervisor who’s holding them accountable. Now here’s what we want you to rate yourself on. When this situation occurs, how do you respond? Give yourself a low score (a 1 or 2 at best) if you actively empathize or commiserate with the grumbling poor performer. Give yourself a 3 or 4 if you tend to passively listen to an underperforming colleague while they complain about their manager. Give yourself a 5 or 6 if you tend to avoid the situation and not allow yourself to be drawn into such a negative conversation. Give yourself a high score only if you are likely to say something – to Stand Up – in support of the supervisor who is trying to hold that underperforming colleague to a reasonable standard.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = “I’m the Worst”
10 = “I’m the Best” _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- What does the following quote mean to you? *"Knowing what's right doesn't mean much unless you do what's right."* ~ Theodore Roosevelt
- If you have worked with someone who did not do their fair share of the work, or they had an attitude that made them difficult to work with, how did that make you feel? Did you wish a supervisor would do something to hold that person accountable to meeting reasonable standards? If a supervisor would have done so, how could you have at least quietly, if not openly, given them your support? Do you think you would have done so?

- [Add your own]

tenet 17

Standing Up

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- What everyday opportunities to stand up might someone have in their personal lives? With classmates, friends, family members, etc.?
- When a supervisor is trying to hold an employee accountable for a poor attitude or poor performance, what might that problem employee say to others about the supervisor?
- Sometimes it is said that when you serve in a leadership role, it can be lonely. Why might that be true if few are willing to stand up?
- How can an attitude of “Well, that’s not my job” or “It’s not my place” lead to situations where no one stands up to support what is right?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who is not afraid to support a supervisor who is holding someone accountable for their poor performance or behavior? How does their standing up impact the work setting? How are they viewed by others?



When you see a battle between what is right and what is wrong, do you have the backbone to stand up beside the person who is trying to do what is right?"

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.



FOCUS TENET?

Would it be good for you to be better at standing up to support supervisors who are trying to hold others accountable? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to further embody the Tenet of Standing Up? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

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tenet 18 *Tolerance*



TENET DESCRIPTION:

**PEOPLE WITH HIGH
TOLERANCE ACCEPT
THAT PEOPLE HAVE
DIVERSE VIEWS
AND VALUES.**

INTRODUCTION QUESTION:

What do you think BetterCulture means by Tolerance? Why do you think it's included as a Tenet?

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Tolerance." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

The essence of the question is this: How willing and able are you to form positive working relationships with colleagues whose personal values or political views are markedly different from yours? Give yourself a lower score on this one if you are not able to put those differences aside when working with others. Give yourself a higher score if you actively work to form constructive working relationships with colleagues who have personal values or hold political views that are very different from your own.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet 18

Tolerance

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- What are some examples where it would be wise and appropriate for you to be tolerant in the workplace or in your personal life? Why?

- [Add your own]

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Our personal values, opinions, and societal expectations are shaped by external factors such as faith, culture, family, friends, education, and lived experiences. In general, do you find people who view the world quite differently from you to be off-putting, or do you enjoy the diversity of perspectives?
- Consider how the Tenets of Tolerance and Restraint (Tenet #13) interact. If someone is unrestrained in expressing their personal views and opinions, does it make tolerance more challenging?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who shows good Tolerance of others? How are they viewed by others? What contribution do they make to the culture of your team or work setting?

tenet 18

Tolerance



Tolerance is being willing to accept – or at least maturely endure – the freedom of expression of others. Tolerance is your ability to stay personally respectful of others even when you can't begin to understand why they think what they think or why they do what they do."

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Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to show more Tolerance? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being "I'm the Worst" and 10 being "I'm the Best"), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to further embody the Tenet of Tolerance? If it's helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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tenet 19

Unspeakables



TENET DESCRIPTION:

UNSPEAKABLES ARE LINGERING UNSPOKEN AND UNRESOLVED CONFLICTS THAT CAUSE NEGATIVE EMOTIONS AND IMPAIR FUNCTIONAL RELATIONSHIPS.

INTRODUCTION COMMENT:

Unspeakables is a term BetterCulture coined to describe an unhealthy situation that can develop between people. For this Tenet, let's go straight to the Assessment Video.

▶ **PLAY ASSESSMENT VIDEO.** Let's listen to BetterCulture's definition of "Unspeakables." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

The question here is the degree to which you will initiate conversations about what we call Unspeakables. Unspeakables are issues or events that have occurred that create lingering negative feelings. These lingering emotions are most commonly fear, anger, or hurt. Let's take an example to help you rate yourself. Let's say that last week someone said something that made you feel angry or hurt. That colleague may or may not be aware of how their words made you feel; regardless, you are feeling angry or hurt because of what was said. Here's the question: How likely are you to go back and initiate a conversation with that colleague to see if they would be willing to discuss what was said and how it has made you feel? If you are the type of person

who actively initiates this kind of discussion to clean up a poor interaction between you and a colleague, give yourself a very high rating. Give yourself a much lower rating if you are more likely to ignore such situations, hoping the anger or hurt will fade away with time. And give yourself a bonus point or two if you would respond well if a colleague came to you to talk about something that you had said or done that had irritated or hurt them. Similarly, deduct a couple points if your response would be less than open and appreciative if a colleague initiated that kind of conversation with you.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale

1 = "I'm the Worst"
10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

DISCUSSION QUESTIONS:

- Can you think of some hypothetical examples of how Unspeakables might be created?
- In a relationship between two people, if one of them feels hurt, angry, or fearful because of the actions or words of the other person, what impact does that have on their relationship? In a work setting, how would that affect their ability to work together?
- Have you ever had an interaction with someone close to you that caused one of you to feel angry, fearful, or hurt, and the relationship between the two of you was permanently harmed? Do you wish you could go back and handle it differently?

- [Add your own]

 **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

tenet 19

Unspeakables

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

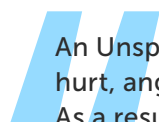
- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- Have you ever been in a situation where you found out that something you said or did hurt someone's feelings, but you didn't realize it at the time? If so, what did you do when you found out? Were you glad you found out?
- Why might some people be reluctant to discuss an Unspeakable? What might they be afraid of?
- How does this Tenet relate to Tenet #14: Own It & Fix It?
- If someone approaches you to discuss something that occurred between the two of you that they believe created (or may have created) an Unspeakable between the two of you, how can you respond to make the conversation successful?
- Are there instances where it's best to not address the Unspeakable (just leave it alone)? What are some examples of when that might be best? How might you know if or when the time would be right to address it?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know anyone who would be a 9 or 10 on this Tenet – someone who will take the initiative to address an Unspeakable? What impact do they make on the team culture, and how are they viewed by others?



An Unspeakable is created when one or both parties to an interaction feel hurt, anger, or fear, but chose to not acknowledge or speak of their feelings. As a result, the negative emotion festers.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to more often have the courage to address an Unspeakable? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?



Mastering Tenet #19 means finding the courage to initiate the often uncomfortable, but important, conversation to clean up a lingering, unspoken conflict.”

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Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to better address Unspeakables in your life? If it’s helpful, you might consider what you want to *start doing, stop doing, or keep doing*.

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INTRODUCTION QUESTION:

What do you think BetterCulture means by Laughing Matter? How might laughter be related to culture and success?

▶ PLAY ASSESSMENT VIDEO. Let's listen to BetterCulture's definition of "Laughing Matter." Then I am going to ask each of you to rate yourself on this Tenet.

SELF-ASSESSMENT VIDEO SCRIPT:

This final Tenet is a simple one to understand. How much fun do you inject into the workplace? If you are someone who thinks laughter and play have no place in the modern workplace, give yourself a 1. If you are usually too busy or task-oriented to laugh at a joke or make someone smile, give yourself a 2, 3, or 4. If you enjoy a good laugh at work when someone else supplies it, give yourself a 5, 6, or 7. And if you often find ways to help yourself and others laugh, joke, smile, and enjoy time at work, give yourself an 8, 9, or 10... along with a pat on the back.

Following the assessment video, ask participants to rate themselves using the guidelines provided in the video.

YOUR RATING:

Rate yourself using a 1-10 scale.

1 = "I'm the Worst"

10 = "I'm the Best" _____

SELF-RATING:

Let's see how we rated ourselves.

(Informally poll the room to see how people rated themselves. This might include asking participants to share their specific rating and why they rated themselves the way they did; or it might simply be asking for a show of hands using a range: high, medium, or low).

tenet 20 Laughing Matter



TENET DESCRIPTION:

**PEOPLE WHO
EXEMPLIFY LAUGHING
MATTER ENJOY LIFE,
SPREAD JOY, AND LIFT
OTHERS UP.**

DISCUSSION QUESTIONS:

- How does this Tenet benefit us at work? What about in our personal lives?
- What vibe do you bring to the workplace? Do you think you might become more successful and/or happy if you focused a little more on spreading joy? Why or why not?
- Let's play a word association game. Share the opposite of Sad, Cry, Hard, and Work. (Typical responses will be Happy, Laugh, Easy, and Play.) Why is it that many people view 'work' and 'play' as opposites? Isn't it possible to work hard and at the same time have fun doing it?

- [Add your own]

▶ **PLAY COACHING VIDEO:** Encourage participants to take notes as they hear insights they like or find interesting.

After watching the video, give participants a bit of time to reflect and finish taking notes.

Facilitate a group discussion using some, or all, of the following discussion prompts.

POST-VIDEO DISCUSSION:

- What messages did Albert share in this Coaching Video that you found most interesting or valuable? Why?
- What parts of your work are the most fun? Are there parts of your job that could be made more fun? If so, how? What would that take?
- What stands in the way of us having more fun at work? Are there true obstacles? Might some of those obstacles be self-imposed?
- In your work setting, do people ever stop doing their normal tasks to participate in something that is just fun? Is there a benefit to the organization if that happens occasionally?

- [Add your own]

Ask participants to identify role models for this specific Tenet.

ROLE MODELS:

Do you know someone who would be a 9 or 10 on this Tenet – someone who is good at spreading joy and encouraging fun? What contribution do they make to the culture of your team or work setting?

“There was a time when it was necessary for frontier farmers to toil miserably through the spring and summer to grow enough food to survive the winter, but that is not true today. Today, almost every industry can, and should, take active steps to encourage their employees to enjoy their time at work.”

betterculture

Ask participants if any are planning to make this a personal Focus Tenet.

FOCUS TENET?

Would it be good for you to be a little more lighthearted and have a bit more fun? Is this a Tenet you would like to focus on? If so, how much do you think you could potentially improve? What are specific things you might do to improve?

YOUR GOAL:

Using the same 1-10 scale (1 being “I’m the Worst” and 10 being “I’m the Best”), what would you like to improve your rating to?

Ask participants to take 30-60 seconds to reflect on any takeaways or actions they might want to take related to this Tenet.

TENET TAKEAWAYS:

What are three insights you want to remember – or specific steps you want to take – to further embody the Tenet of Laughing Matter? If it's helpful, you might consider what you want to *start doing*, *stop doing*, or *keep doing*.

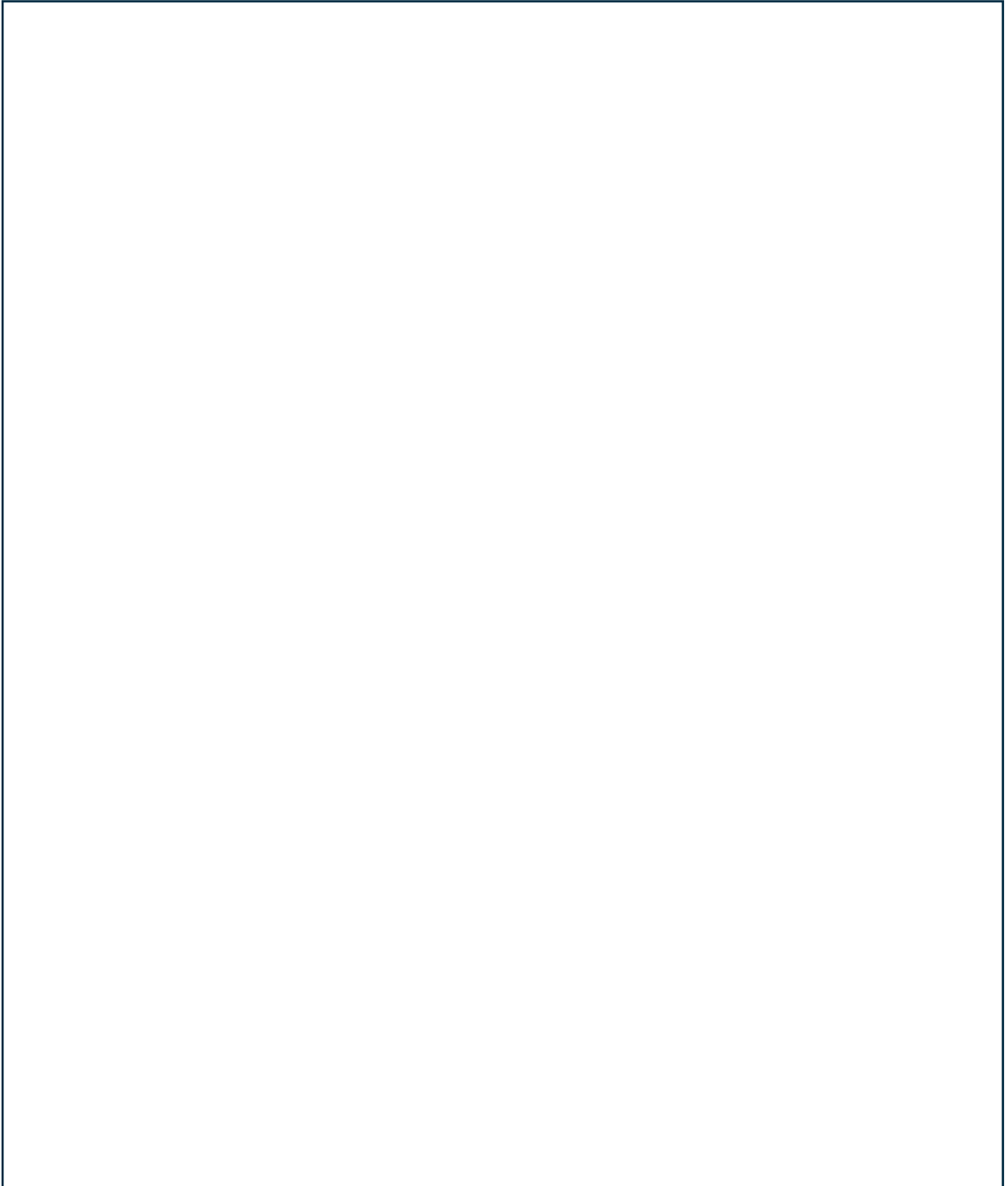
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ADDITIONAL NOTES:



FACILITATOR'S GUIDE



A BetterCulture Product

Web: BetterCulture.com

Email: info@BetterCulture.com