

Ingredients for Spectacular Organizational Success

Think of spectacular success as a plant of your choice. Choose the climate that suits your plant, and it will thrive. Place your seed in the proper soil, and it will thrive. Feed your plant with the appropriate nutrients, and it will thrive. Water your plant in the proper amount, and it will thrive. Provide your plant with the right amount of sunlight, and it will thrive. Give your plant too little of one ingredient, and it will weaken. Deny your plant one of the ingredients, and it will die.

Planting requires effort. Seeds require time to sprout. Watering and feeding require effort. Sprouts require time to mature. Weeding requires effort. Buds require time to bloom. Pruning requires effort. Fruit requires time to ripen. Spectacular success requires effort, time, and patience.

Begin your path to spectacular success with a balance that includes each ingredient, adjust the balance as your plant develops, and enjoy watching your plant grow.

Climate = Situational Ingredients

Soil = Organizational Ingredients

Nutrients = Financial Ingredients

Water = Emotional Ingredients

Sunlight = Relationship Ingredients

Ingredients for Spectacular Organizational Success

- 1 ingredient focuses on self
- 2 ingredients focus on tasks
- 9 ingredients focus on working with other people
- 14 ingredients focus on satisfying other people

Organizations are collections of small groups (hopefully) working together toward a common goal. Adapt the ingredients for spectacular success to your organization and the small groups within it. Different groups within your organization may need to emphasize different ingredients, or to work on the ingredients in different orders.

At various places in the instructions, you will see this statement:

Refer to the behavior style and value information

DISC behavior style and Spranger value information is in a free PDF download from the website below. The information can help you satisfy behavior style needs and value passions.

smilessparksuccess.com
S&R_Keys.pdf

The book *From Pyramids To Circles: Shaping Groups to Succeed* will help you understand a variety of issues for groups and organizations. Projected publication is 2013.

These worksheets are based on the documentary, *Renewing Energies: The Ingredients for Spectacular Success**, about the Midwest Renewable Energy Association (MREA) and its annual renewable energy fair. References to the MREA are occasionally made in the instructions.

In everyday life, spectacular success would not come from using these ingredients as steps to follow one after the other. For instance, the organizational ingredients are listed before the financial ingredients. However, Financial Ingredient #3 (Satisfying needs and interests) has to take place before Organizational Ingredient #6 (Changing to meet changing needs) is possible. The organizational ingredients are listed before the financial ingredients because the MREA was able to increase its financial success in large part because of the time and energy they put into organization. In everyday life, many of these ingredients would overlap in a variety of ways.

Fill out any worksheet that is appropriate for your small group.

Fill out the worksheets in the order that is most appropriate for your small group.

Check off each ingredient as you finish it.

Make as many copies of each worksheet as you need.

Use the blank worksheet at the end for more writing space.

* The documentary title is noted incorrectly in the MREA book, *"The Energy Fair: Getting Our Energy From the Sun for Twenty Years."* Paula M. Kramer is noted as Paula Kramer in the book.

Ingredients for Spectacular Organizational Success

- _____ Situational Ingredient #1: Encompassing a variety of concerns
- _____ Situational Ingredient #2: Fitting actions into the current political context
- _____ Situational Ingredient #3: Working within a community base of supportive people, groups, and organizations

- _____ Organizational Ingredient #1: Drawing from different backgrounds, skills, and knowledge
- _____ Organizational Ingredient #2: Maintaining your own agenda with a clear vision
- _____ Organizational Ingredient #3: Putting time into organization
- _____ Organizational Ingredient #4: Pulling all the pieces together
- _____ Organizational Ingredient #5: Giving people reasons to keep coming back
- _____ Organizational Ingredient #6: Changing to meet changing needs
- _____ Organizational Ingredient #7: Surviving crises with information and preparation
- _____ Organizational Ingredient #8: Trusting and listening to seasoned participants
- _____ Organizational Ingredient #9: Surviving conflict with other people

- _____ Financial Ingredient #1: Raising enough money to get started and keep going
- _____ Financial Ingredient #2: Investing in effective management and staff
- _____ Financial Ingredient #3: Satisfying needs and interests
- _____ Financial Ingredient #4: Creating success for others

Ingredients for Spectacular Organizational Success

_____ Emotional Ingredient #1: Creating your project out of your own
strong passions

_____ Emotional Ingredient #2: Giving people ways to act on their beliefs

_____ Emotional Ingredient #3: Appealing to the emotions of people who are
investing or donating money

_____ Emotional Ingredient #4: Giving people reasons to trust

_____ Emotional Ingredient #5: Creating fun for everyone who participates

_____ Relationship Ingredient #1: Starting from the relationship you have
with yourself

_____ Relationship Ingredient #2: Building on your relationships, past and present

_____ Relationship Ingredient #3: Redefining relationships by passing power
to others

_____ Relationship Ingredient #4: Renewing relationships for everyone
who participates

_____ Relationship Ingredient #5: Nurturing the relationship other people have
with themselves

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns

- a. Write a short description of each concern your organization already addresses.
- b. Describe the actions your organization already takes to address each concern.
- c. Determine if your organization could improve the actions it takes.
- d. Determine if your organization could take other actions to address each concern.
- e. Through evaluations, surveys, and talking to people, determine if they have any concerns you are not addressing.
- f. Identify any actions your organization could take to address these new concerns.

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 1 of 12)

a. Cultural concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 2 of 12)

a. Economic concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 3 of 12)

a. Educational concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 4 of 12)

a. Environmental concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 5 of 12)

a. Ethical concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 6 of 12)

a. Ethnic concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 7 of 12)

a. Legal concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 8 of 12)

a. Medical concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns (page 9 of 12)

a. Political concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 10 of 12)

a. Professional concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 11 of 12)

a. Spiritual concern

b. Actions taken already

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #1: Encompassing a variety of concerns
(page 12 of 12)

e. Other concern

f. Actions to take

e. Other concern

f. Actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #2: Fitting actions into the current political context

- a. Describe the current political context in terms of local, state, national, and international issues.
- b. Describe the actions your organization already takes that fit into the current political context and address the issues.
- c. Determine if your organization could improve the actions it already takes.
- d. Determine if your organization could take other actions that would fit into the current political context and address the issues.

Ingredients for Spectacular Organizational Success

Situational Ingredient #2: Fitting actions into the current political context
(page 1 of 4)

a. Local political context

b. Actions already taken

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #2: Fitting actions into the current political context
(page 2 of 4)

a. State political context

b. Actions already taken

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #2: Fitting actions into the current political context (page 3 of 4)

a. National political context

b. Actions already taken

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #2: Fitting actions into the current political context (page 4 of 4)

a. International political context

b. Actions already taken

c. Ways to improve these actions

d. Other actions to take

Ingredients for Spectacular Organizational Success

Situational Ingredient #3: Working within a community base of supportive people, groups, and organizations

- a. Identify the supportive people in your organization's community base.

People possibilities include:

family members, friends, business owners, employees, customers, clients, professionals, teachers, students, school administrators, alumni, religious leaders, religious believers, community leaders, community members, volunteers, coaches, team members, sports fans, etc.

- b. Describe what your organization is already doing to involve supportive people in its activities.

- c. Determine if your organization could improve the ways it involve supportive people.

- d. Determine if your organization could involve supportive people in other ways.

- e. Identify the supportive groups and organizations in your organization's community base.

Group and organization possibilities include:

businesses, professional organizations, schools, hospitals, clinics, local political groups, local government agencies, sports groups, religious organizations, volunteer organizations, charitable foundations

- f. Describe what your organization is already doing to involve supportive groups and organizations in its activities.

- g. Determine if your organization could improve the ways it involves supportive groups and organizations.

- h. Determine if your organization could involve supportive groups and organizations in other ways.

Ingredients for Spectacular Organizational Success

Situational Ingredient #3: Working within a community base of supportive people, groups, and organizations (page 1 of 2)

a. Supportive people

b. Ways your organization is already involving supportive people in its activities

c. Ways to improve the involvement of supportive people

d. Other ways to involve supportive people

Ingredients for Spectacular Organizational Success

Situational Ingredient #3: Working within a community base of supportive people, groups, and organizations (page 2 of 2)

e. Supportive groups and organizations

f. Ways your organization is already involving supportive groups and organizations in its activities

g. Ways to improve the involvement of supportive groups and organizations

h. Other ways to involve supportive groups and organizations

Ingredients for Spectacular Organizational Success

Organizational Ingredient #1: Drawing from different backgrounds, skills, and knowledge.

In the documentary *Renewing Energies*, founding member Silver Niewiadomski talked about the importance of different backgrounds, skills and knowledge. I have added resources and connections. I have also switched the order of skills and knowledge because skills develop from both background and knowledge.

Have each organization member list their background, knowledge, skills, resources, and connections. These are their characteristics of individuality.

Categorize all the lists for each characteristic (group similar backgrounds together, similar college degrees, similar skills, etc.) into one master list for each characteristic. Make each master list available to all organization members. Any member of the organization can then find people within the organization with the background, knowledge, skills, resources, and connection to help accomplish tasks effectively and efficiently.

Ingredients for Spectacular Organizational Success

Organization Ingredient #1: Drawing from different backgrounds, skills, and knowledge

Characteristics of individuality

Background

Knowledge

Skills

Resources

Connections

Ingredients for Spectacular Organizational Success

Organizational Ingredient #2: Maintaining a shared agenda with a clear vision

Have each group in your organization work on this ingredient. Do steps "a" and "b" and collect the worksheets. If the visions are different within groups, then the members of the groups are working towards different goals. If the visions are different between groups, then the groups in your organization are working towards different goals. Something will have to be done to make sure every individual in the organization and every group in the organization has the same clear vision. Find a clear vision before proceeding with the shared agenda.

A vision is an image of success.

- a. Have each member of your organization write one sentence about what they see as the organization's image of success.
- b. Have each member of your organization write one sentence about what they see as their group's image of success.

An agenda is a list of actions toward a goal (an image of success),
usually listed in the order they should be taken.

- c. When your organization has a clear vision, have each group work on its shared agenda. Each group member writes a list of actions they consider the agenda for their group to create the organization's image of success.
- d. Have each group in your organization combine the member lists into one shared agenda with actions in the order they should be taken to create the organization's image of success.

Combine all of the shared agendas and make them available to every group within your organization. If there is conflict about the agenda, see Organizational Ingredient #9.

Ingredients for Spectacular Organizational Success

Organizational Ingredient #2: Maintaining a shared agenda with a clear vision
(page 1 of 3)

a. I see this organization's image of success as

b. I see my group's image of success as

Ingredients for Spectacular Organizational Success

Organizational Ingredient #2: Maintaining a shared agenda with a clear vision
(page 2 of 3)

c. List of actions for this group to create the organization's image of success:

1.

2.

3.

4.

5.

6.

7.

8.

9.

Organizational Ingredient #2: Maintaining a shared agenda with a clear vision
(page 3 of 3)

- [illegible]

Ingredients for Spectacular Organizational Success

Organizational Ingredient #3: Putting time into organization

- a. Identify each process that needs to be organized.
- b. Determine how to organize each process.

In the documentary *Renewing Energies*, founding member BJ Welling talked about getting slide projectors and power cords where they were supposed to be ahead of time. When Christine Hulet was hired as the new director of the MREA, she could begin full time work just five months before the June fair. Christine was concerned about performing her job effectively. She discovered that the MREA had the process in place and could say to her, "This what you do, this is what you send out, this is who you call."

Organizational Ingredient #3: Putting time into organization

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Ingredients for Spectacular Organizational Success

Organizational Ingredient #4: Choosing one person to pull all the pieces together

These steps are written with the following assumptions:

- that one individual is the head of the organization and responsible for pulling all of the organizational pieces together.
- that each group within the organization has one person responsible for pulling all of the group pieces together.

For organizations, choosing one person to pull all the pieces together for a particular part of a project can be a good way to pass power to others. See Relationship Ingredient #3.

- a. Identify the task-oriented parts of a particular project.
- b. Decide who should pull all the pieces together for each separate task-oriented part of that particular project.
- c. Identify the people-oriented parts of that particular project.
- d. Decide who should pull all the pieces together for each separate people-oriented part of that particular project.

*Refer to the behavior style and value information
for matching people to each part of the project.*

Organizational Ingredient #4: Choosing one person to pull all the pieces together
(1 of 4)

Person responsible for pulling all the group pieces together _____

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Ingredients for Spectacular Organizational Success

Organizational Ingredient #4: Choosing one person to pull all the pieces together
(2 of 4)

Project _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

b. Task-oriented piece _____

Person to pull this piece together _____

Organizational Ingredient #4: Choosing one person to pull all the pieces together
(3 of 4)

Person responsible for pulling all the group pieces together _____

[illegible]

Ingredients for Spectacular Organizational Success

Organizational Ingredient #4: Choosing one person to pull all the pieces together
(4 of 4)

Project _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

d. People-oriented piece _____

Person to pull this piece together _____

Ingredients for Spectacular Organizational Success

Organizational Ingredient #5: Giving people reasons to keep coming back

- a. Through evaluations, surveys, and talking to people, identify the reasons your organization gives them to keep coming back.
- b. Look for ways to improve what your organization is already doing.
- c. Identify any other reasons your organization could give people to keep coming back.

Ingredients for Spectacular Organizational Success

Organizational Ingredient #5: Giving people reasons to keep coming back
(page 1 of 2)

a. Reason to keep coming back

b. Ways to improve

a. Reason to keep coming back

b. Ways to improve

a. Reason to keep coming back

b. Ways to improve

Ingredients for Spectacular Organizational Success

Organizational Ingredient #5: Giving people reasons to keep coming back
(page 2 of 2)

c. Other reason to keep coming back

c. Other reason to keep coming back

c. Other reason to keep coming back

c. Other reason to keep coming back

c. Other reason to keep coming back

Ingredients for Spectacular Organizational Success

Organizational Ingredient #6: Changing to meet changing needs

- a. Through evaluations, surveys, and talking to people, list their changing physical, mental, and emotional needs.
- b. Determine what changes your organization must make in order to meet those changing needs.

Ingredients for Spectacular Organizational Success

Organizational Ingredient #6: Changing to meet changing needs
(page 1 of 3)

Physical needs

a. Changing physical need

b. Ways to meet this new physical need

a. Changing physical need

b. Ways to meet this new physical need

Ingredients for Spectacular Organizational Success

Organizational Ingredient #6: Changing to meet changing needs
(page 2 of 3)

Mental needs

a. Changing mental need

b. Ways to meet this new mental need

a. Changing mental need

b. Ways to meet this new mental need

Ingredients for Spectacular Organizational Success

Organizational Ingredient #6: Changing to meet changing needs (page 3 of 3)

Emotional Needs

a. Changing emotional need

b. Ways to meet this new emotional need

a. Changing emotional need

b. Ways to meet this new emotional need

Organizational Ingredients #7: Surviving crises with information and preparation

Have each group within your organization follow the steps below for their specific group. Hold meetings between groups that work with each other to discuss the crises as well as ways to handle them. Organizations face crises that may have to be handled by individuals not identified as the contact person, such as workplace violence. In those crises, individuals will have to know ahead of time what they can do to end the crisis and cope with the aftermath.

- a. Describe a crisis that could interrupt the group's activities.
- b. Determine what information would help the group survive that crisis.
- c. Determine what preparations would help the group survive that crisis.
- d. Identify the responsibilities of the contact person for that crisis.
- e. Choose someone to be the contact person for that crisis.
- f. Choose someone to be a back up for the contact person.

Repeat the above steps until your organization has planned for every possible crisis your organization can identify.

Make the information, preparations, and contact names easily available and find ways to remind both groups and individuals of that information. For instance, include a paragraph about crisis preparedness in every organization newsletter. Or, have the facilitator ask one question about crisis preparations at the beginning of every meeting. To increase memory retention and understanding, crisis response actions could be formulated into codes or slogans. For example, CPR training emphasizes *ABC*. *A* is for making sure the *airway* is clear. *B* is for *breathing* into the victim's mouth twice. *C* is for *compressing* the victim's chest 15 times.

Ingredients for Spectacular Organizational Success

Organizational Ingredient #7: Surviving crises with information and preparation (page 1 of 2)

a. Possible crisis

b. Information

c. Preparation

Organizational Ingredient #7: Surviving crises with information and preparation
(page 2 of 2)

[illegible]

f. Contact person back up _____

Ingredients for Spectacular Organizational Success

Organizational Ingredient #8: Trusting and listening to seasoned participants

Seasoned participants are employees and volunteers as well as customers and clients who have taken part in your organization's activities over a number of years. Include seasoned participants from every level of your organization. Trust the people who actually perform the work to know how to be more effective doing that work.

- a. Ask customers and clients what your organization does well.
- b. Ask customers and clients what your organization could improve.
- c. Identify the steps your organization will take to use this information for creating more success.
- d. Ask employees and volunteers what helps them to be effective.
- e. Ask employees and volunteers if anything forces them to be ineffective.
- f. Ask employees and volunteers what they would do to improve the ineffective parts of their jobs.
- g. Identify the steps your organization will take to use this information for creating more success.

*Refer to the behavior style and value information
to help identify who will have insights into particular issues.*

Ingredients for Spectacular Organizational Success

Organizational Ingredient #8: Trusting and listening to seasoned participants
(page 1 of 2)

Customers & Clients Name _____

a. What does this organization do well?

b. What could this organization improve?

c. Steps for using this information to create more success

Ingredients for Spectacular Organizational Success

Organizational Ingredient #8: Trusting and listening to seasoned participants
(page 2 of 2)

Employees & Volunteers Name

d. What helps you to be effective?

e. Does anything force you to be ineffective?

f. How would you improve the ineffective parts of your job?

g. Steps for using this information to create more success

Ingredients for Spectacular Organizational Success

Organizational Ingredient #9: Surviving conflict between organization members

- a. Have each individual involved in a conflict describe the conflict.
- b. Have each individual involved in the conflict write their perspective of the reason for the conflict.
- c. Identify where the different perspectives can agree.
- d. Identify each concern behind the disagreements.
- e. Determine what could be done to ease each concern behind the disagreements.

*Refer to the behavior style and value information
to help you understand the reasons behind disagreements.*

Organizational Ingredient #9: Surviving conflict between organization members
(page 1 of 3)

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Ingredients for Spectacular Organizational Success

Organizational Ingredient #9: Surviving conflict between organization members (page 2 of 3)

c. Where the different perspectives can agree:

1.

2.

3.

4.

5.

6.

Ingredients for Spectacular Organizational Success

Organizational Ingredient #9: Surviving conflict between organization members
(page 3 of 3)

d. Concern behind the disagreement

e. What can be done to ease this concern

d. Concern behind the disagreement

e. What can be done to ease this concern

Ingredients for Spectacular Organizational Success

Financial Ingredient #1: Raising enough money to get started and keep going

- a. Assuming you have written up a business plan and/or budget elsewhere, estimate how much money you need to get your organization activities started and list possible money sources.
- b. Estimate how much money you need to keep your organization's activities going and list possible money sources.

Refer to your organization's lists of supportive people, groups, and organizations. Be creative about how they might provide income. Think of income as both direct and indirect. When I finished its documentary, I contacted supportive individuals around the country. I could have asked them to be direct sources of income by purchasing my documentary. Instead, I asked them to be indirect sources of income by asking their libraries to buy my documentary. I also asked people who owned or managed businesses with waiting rooms to leave a copy in the waiting room for customers and clients to borrow. By asking supportive individuals to be indirect sources of income rather than direct sources, I was able to quickly get my documentary and my worksheets into the lives of hundreds of thousands of people.

I made another indirect move with several organizations. When I finished the first version of my small group book (*From Pyramids To Circles: Taking Hierarchy Out of Small Groups*) I bought a mailing list from a national organization. I did a direct mailing about my book and got a return of ten percent in sales. I contacted that same organization to tell them about the free PDF downloads. I did not try to sell my documentary, but made sales anyway. I contacted other organizations I had once been part of, just to tell them about the free PDF downloads. Again, sales came in anyway. My indirect method of informing organizations about my free PDF downloads got my worksheets into the lives of far more people than I could have if I had tried any direct method, and gave me the income I needed to keep going.

Ingredients for Spectacular Organizational Success

Financial Ingredient #1: Raising enough money to get started and keep going

a. Money needed to get started _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

b. Money needed to keep going _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

Possible income source _____

Ingredients for Spectacular Organizational Success

Financial Ingredient #2: Investing in effective management and staff

- a. Identify each management and staff position.
- b. Determine if the primary focus of each position is getting things done or connecting with people.
- c. Identify the background, knowledge, skills, resources, and connections that would be appropriate for the focus of each position.
- d. Determine how much money your organization needs to invest in each position to be able to attract effective management and staff.

*Refer to the behavior style and value information
for matching people to positions.*

Ingredients for Spectacular Organizational Success

Financial Ingredient #2: Investing in effective management and staff

a. Position _____

b. _____ Focus on getting things done or _____ Focus on connecting with people

c. Requirements for this position:

Background _____

Knowledge _____

Skills _____

Resources _____

Connections _____

d. Money needed to invest effectively for this position _____

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests

Thinking of needs and interests as physical, mental, and/or emotional will help your organization identify ways it could satisfy them.

A need is something that is required for success or achievement.

- a. Through evaluations, surveys, and talking to people, determine their physical, mental, and emotional needs.
- b. Identify the ways your organization is already satisfying their needs.
- c. Determine if your organization could improve the ways it satisfies their needs.
- d. Look for other ways your organization could satisfy their needs.

*Refer to the behavior style and value information
for identifying behavior style and value needs.*

An interest is something that creates enjoyment, concern, or curiosity.

- e. Through evaluations, surveys, and talking to people, determine their physical, mental, and emotional interests.
- f. Identify the ways your organization is already satisfying their interests.
- g. Determine if your organization could improve the ways it satisfies their interests.
- h. Look for other ways your organization could satisfy their interests.

*Refer to the behavior style and value information
for identifying behavior style and value interests.*

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests (page 1 of 6)

Physical needs

a. Physical need

b. Ways your organization already satisfies this physical need

c. Improving the ways your organization satisfies this physical need

d. Other ways to satisfy this physical need

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests (page 2 of 6)

Mental needs

a. Mental need

b. Ways your organization already satisfies this mental need

c. Improving the ways your organization satisfies this mental need

d. Other ways to satisfy this mental need

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests (page 3 of 6)

Emotional needs

a. Emotional need

b. Ways your organization is already satisfying this emotional need

c. Improving the ways your organization satisfies this emotional need

d. Other ways to satisfy this emotional need

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests
(page 4 of 6)

Physical interests

e. Physical interest

f. Ways your already is already satisfying this physical interest

g. Improving the ways your organization satisfies this physical interest

h. Other ways to satisfy this physical interest

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests
(page 5 of 6)

Mental interests

e. Mental interest

f. Ways your organization already satisfies this mental interest

g. Improving the ways your organization satisfies this mental interest

h. Other ways to satisfy this mental interest

Ingredients for Spectacular Organizational Success

Financial Ingredient #3: Satisfying needs and interests (page 6 of 6)

Emotional interests

e. Emotional interest

f. Ways your organization is already satisfying emotional interest

g. Improving the ways your organization satisfies emotional interest

h. Other ways to satisfy emotional interest

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others

Thinking of success as physical, mental, and/or emotional will help your organization identify ways it can create even small successes for others.

*Refer to the behavior style and value information
for ideas about creating success.*

Physical success can include:

- being touched only when they welcome touch
(two of the behavior styles are uncomfortable with touch)
- ergonomic furniture and proper lighting
- adequate sleep, food, water, heat, housing, and health care

Mental success can include:

- repeating what they say until they are sure others understand what they mean
- opportunities to learn
- opportunities to be creative
- opportunities to express thoughts, ideas, insights, and perspectives
- opportunities to make decisions
- opportunities to solve problems
- financial rewards for productive work

Emotional success can include:

- identity as a valuable person
- respect
- dignity
- fairness
- recognition of ideas and suggestions
- recognition of accomplishments
- opportunities to express feelings appropriate to the moment
- respect for decisions to keep feelings within
- encouraging feedback
- honesty expressed with consideration

Beware of individuals who believe they can succeed only if someone else loses, otherwise known as a "Me first" or a "Me only" attitude. "Me first" or "Me only" actions can include:

- keeping or taking the best of anything for themselves
- pushing their own creativity as better than anyone else's
- limiting others' ability to express ideas, thoughts, and perspectives
- limiting rewards for others so they have more for themselves
- controlling situations, choices, and opportunities
- seeking recognition for themselves while denying recognition to others

Ingredients for Spectacular Organizational Success

- a. For each individual, identify ways to create physical, mental, and/or emotional success.
- b. Ask for feedback on your organization's efforts to create individual success.

Satisfying behavior style and value needs can create success far out of proportion to your organization's efforts, and can even create success after years of failure.

In a waiting room, I once read an article that so amazed me, I forgot to pay attention to which magazine I was reading. The story was written by a man who lived in an apartment in a big city. A scraggly looking homeless man lived underneath the stairs to the apartment building. After the homeless man had been there for some time, the apartment dweller started looking the homeless man in the eye and saying hello when he left in the morning and when he came home at night. The homeless man never responded. The daily but brief encounters went on between the apartment dweller and the homeless man for months, I think. Then one day the apartment dweller came home to find the homeless man was gone. Months later, the apartment dweller was returning home when he saw a neatly dressed stranger standing near the stairs to his apartment building. The stranger was the man who had been living underneath the stairs. The apartment dweller's daily recognition of the homeless man as an individual deserving of dignity convinced the homeless man that if the apartment dweller cared enough about him to look him in the eye and say hello everyday, then he should care enough about himself to get off the streets and give himself a better life.

Group physical success can include:

- adequate resources for accomplishing tasks
- ergonomic furniture and proper lighting
- safe working conditions
- comfortable break area and clean restrooms
- exercise facilities

Group mental success can include:

- adequate information and training for accomplishing tasks
- effective management and staff who are focused on the group task rather than on their own advancement
- opportunities to express perspectives that are different from the organizational perspective
- explanations for the reasons behind rules
- decision making power for parts of the task
- problem solving power for parts of the task
- honesty

Group emotional success can include:

- support for accomplishing tasks
- identification as valuable to the success of the organization
- respect and dignity
- fairness

Ingredients for Spectacular Organizational Success

- recognition of ideas and suggestions
 - recognition of accomplishments
 - opportunities to express feelings appropriate to the moment
 - respect for decisions to keep feelings within
 - encouraging feedback
 - onsite daycare
 - balance of family needs with work requirements
- c. For each group in your organization, identify ways to create physical, mental, and/or emotional success.
- d. Ask for feedback on your efforts to create group or group success.

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others
(page 1 of 6)

Individual Success

Individual _____

a. Ways to create physical success for this individual

b. Feedback on efforts to create physical success

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others
(page 2 of 6)

Individual Success

Individual _____

a. Ways to create mental success for this individual

b. Feedback on efforts to create mental success

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others
(page 3 of 6)

Individual Success

Individual _____

a. Ways to create emotional success for this individual

b. Feedback on efforts to create emotional success

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others (page 4 of 6)

Group Success

Group _____

c. Ways to create physical success for this group

d. Feedback on efforts to create physical success

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others
(page 5 of 6)

Group Success

Group _____

c. Ways to create mental success for this group

d. Feedback on efforts to create mental success

Ingredients for Spectacular Organizational Success

Financial Ingredient #4: Creating success for others
(page 6 of 6)

Group Success

Group _____

c. Ways to create emotional success for this group

d. Feedback on efforts to create emotional success

Ingredients for Spectacular Organizational Success

Emotional Ingredient #1: Creating the organization project out of strong passions

Passion is energy that fuels action.

- a. Have organization members describe each strong passion that fuels their actions as members of the organization.
- b. Have organization members describe how the organization renews each passion.
- c. Ask if there are other ways the organization could renew each passion.

If members of your organization have no strong passions, spectacular success is not likely. You will have to think of ways to encourage them to feel passion. Recommended reading: *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy* by Captain D. Michael Abrashoff

Ingredients for Spectacular Organizational Success

Emotional Ingredient #1: Creating the organization project out of strong passions

a. Passion

b. How the organization renews this passion for you

c. Other ways the organization could renew this passion for you

Ingredients for Spectacular Organizational Success

Emotional Ingredient #2: Giving people ways to act on their beliefs

- a. Through evaluations, surveys, and talking to people, identify their beliefs.
- b. Identify the ways your organization already helps people to act on their beliefs.
- c. Determine if your organization could improve the ways it helps people act on their beliefs.
- d. Look for other ways your organization could help people act on their beliefs.

*Refer to the behavior style and value information
for ideas about giving people ways to satisfy beliefs.*

Ingredients for Spectacular Organizational Success

Emotional Ingredient #2: Giving people ways to act on their beliefs

a. Belief

b. Ways your organization helps people to act on this belief

c. Improving the ways your organization helps people act on their beliefs

d. Other ways to help people act on their beliefs

Ingredients for Spectacular Organizational Success

Emotional Ingredient #3: Appealing to the emotions of people who are investing or donating money

- a. If possible, identify the emotional interests of the people who are donating or investing money in your organization.
- b. Determine how your organization could appeal to their emotions with sincerity.

*Refer to the behavior style and value information
for ideas about identifying and appealing to emotions.*

Ingredients for Spectacular Organizational Success

Emotional Ingredient #3: Appealing to the emotions of the people who are investing
or donating money

a. Person investing/donating money _____

Emotional interest

b. Ways your organization could appeal to this emotional interest with sincerity

a. Person investing/donating money _____

Emotional interest

b. Ways your organization could appeal to this emotional interest with sincerity

Ingredients for Spectacular Organizational Success

Emotional Ingredient #4: Giving people reasons to trust

- a. Through evaluations, surveys, and talking to people, identify the reasons your organization gives people to trust.
- b. Determine if you could improve the reasons you give people to trust
- c. Look for other reasons you could give people to trust.

Ingredients for Spectacular Organizational Success

Emotional Ingredient #4: Giving people reasons to trust
(page 1 of 2)

- a. Reason your organization gives people to trust

- b. Ways to improve on this reason to trust

- a. Reason your organization gives people to trust

- b. Ways to improve on this reason to trust

Ingredients for Spectacular Organizational Success

Emotional Ingredient #4: Giving people reasons to trust
(page 2 of 2)

c. Other reason to give people to trust

c. Other reason to give people to trust

c. Other reason to give people to trust

c. Other reason to give people to trust

Ingredients for Spectacular Organizational Success

Emotional Ingredient #5: Creating fun for everyone who participates

- a. Through evaluations, surveys, and talking to participants, identify the types of fun your organization creates for them.
- b. Determine if your organization could improve the fun it creates for participants.
- c. Look for other types of fun your organization could create for participants.

Ingredients for Spectacular Organizational Success

Emotional Ingredient #5: Creating fun for everyone who participates

a. Types of fun your organization creates for participants

b. Improving the fun your organization creates for participants

c. Other types of fun to create for participants

Ingredients for Spectacular Organizational Success

Relationship Ingredient #1: Starting from the relationship each individual has with himself or herself

Taking responsibility for how your actions affect your own life:
Living with discomfort in the present for the sake of comfort in the future

Examples:

Eating less in the present for the sake of better health in the future. Quitting smoking in the present for the sake of better health in the future. Spending less money in the present for the sake of financial security in the future. Studying in the present for the sake of a good career in the future. Using energy carefully in the present for the sake of a healthy environment in the future.

Judging other people fairly in the present for the sake of being judged fairly by other people in the future. Talking about other people respectfully in the present for the sake of being talked about respectfully by other people in the future. Treating other people respectfully in the present for the sake of being treated respectfully by other people in the future. (Our behavior towards other people in the present is an invitation for them to behave the same way towards us in the future.)

- a. Have each individual write a statement for how they take responsibility for the affect of their actions on their own life. These statements can be kept private or shared at the discretion of the individual.

Taking responsibility for how his or her actions affect other people:
Living without personal gain at the expense of others

Example:

A Super Bowl winning quarterback chose to live with less money for himself so more money would be available to hire effective players for other positions.

Taking responsibility for how his or her actions affect other people:
Living with personal discomfort for the sake of others

Example:

As individuals, MREA organizers live with some personal discomfort in order to conserve resources so that others might also have resources. As a group, MREA organizers put time and energy (sometimes exhaustive time and energy) into creating the renewable energy fair for the sake of improving lives around the world.

Ingredients for Spectacular Organizational Success

- b. Have each individual write statements for themselves about how they take responsibility for the effect of their actions on other people. These statements can be kept private or shared at the discretion of the individual.

Taking responsibility for his or her duty to a belief:

Living a belief by walking the talk of the belief

Your organization cannot hold other people responsible for a duty to its beliefs. Your organization can only hold other people responsible for a duty to their beliefs.

Example:

Before the Civil War, people in the North helped slaves escape from the South. Many “conductors” on what became known as the Underground Railroad helped slaves escape because they believed in the Golden Rule, Do unto others as you would have others do unto you. Their belief meant they had a duty to walk the talk of their belief. These “conductors” would want help escaping slavery if they were slaves, so they felt it was their duty to help slaves escape.

- c. Have each individual write a statement for themselves about how they take responsibility for their duty to their belief. These statements can be kept private or shared at the discretion of the individual.

Relationship Ingredient #1: Starting from the relationship you have with yourself
(page 1 of 4)

- ## Living with discomfort in the present for the sake of comfort in the future

[illegible]

Ingredients for Spectacular Organizational Success

Relationship Ingredient #1: Starting from the relationship you have with yourself
(page 2 of 4)

- b. Taking responsibility for how my actions affect other people

Living without personal gain at the expense of others

[illegible]

Ingredients for Spectacular Organizational Success

Relationship Ingredient #1: Starting from the relationship you have with yourself
(page 3 of 4)

- b. Taking responsibility for how my actions affect other people

Living with personal discomfort for the sake of others

[illegible]

Relationship Ingredient #1: Starting from the relationship you have with yourself
(page 4 of 4)

Living my belief by walking the talk of my belief

[illegible]

Ingredients for Spectacular Organizational Success

Relationship Ingredient #2: Building on relationships between organization members, past and present

- a. For each individual, group or other organization that your organization has worked with successfully, identify the strengths of the relationship.
- b. Identify strategies for building on the strengths of the relationship in ways that create success for both parties.
- c. For each individual, group or other organization that your organization has worked with successfully, identify the weaknesses of the relationship.
- d. Identify strategies for counteracting the weaknesses of the relationship in ways that create success for both parties.
- e. Ask the other party for their perspective on your success together and your organization's ideas for creating more success with them.

Ingredients for Spectacular Organizational Success

Relationship Ingredient #2: Building on relationships between group members
past and present (page 1 of 3)

Individual, group, or organization _____

a. The strengths of this relationship

b. Strategies for building on the strengths in ways that create success for both parties

Ingredients for Spectacular Organizational Success

Relationship Ingredient #2: Building on relationships between group members
past and present (page 2 of 3)

Individual, group, or organization _____

c. The weaknesses of this relationship

d. Strategies for counteracting the weaknesses in ways that create success for both parties

Relationship Ingredient #2: Building on relationships between group members
past and present (page 3 of 3)

e. The other's perspective on our ideas for creating more success

[illegible]

Ingredients for Spectacular Organizational Success

Relationship Ingredient #3: Redefining relationships by passing power to others

Passing power to others means providing responsibilities and opportunities that allow people to take action on their own.

The MREA passes power to others in at least three ways:

- Giving individuals the responsibility to use their own background, knowledge, skills, resources, and connections for putting approved ideas into action, with support from the MREA
- Giving volunteers opportunities to problem solve on their own using the background knowledge, skills, resources, and connections they acquired while working at the renewable energy fair
- Giving volunteers responsibilities and opportunities for passing their background, knowledge, skills, resources, and connections to fair visitors

*Refer to the behavior style and value information
for ideas about passing power in ways that fit an individual's behavior style and values.*

*Refer to the book From Pyramids To Circles
for examples of how redefining relationships by
passing power to others creates more success.
Projected publication is 2013.*

- a. Once an idea has been approved, identify which responsibilities your organization can give to the idea people or group so that they can use their own background, knowledge, skills, resources, and connections for putting their ideas into action, with support from your organization. If your organization did the worksheet for Organizational Ingredient #1, it will already have the information about background, knowledge, skills, resources, and connections.
- b. Identify opportunities your organization can give individuals and groups to solve problems using the background, knowledge, skills, resources, and connections they developed working with your organization.
- c. Give individuals and groups responsibilities and opportunities for passing their background, knowledge, skills, resources, and connections to others.

My documentary is an example of two other ways to pass power to others — the power of support and the power of connection. The MREA staff, several founding members, energy fair vendors, energy fair instructors, and energy fair volunteers passed the power of support for independent projects to me. The MREA passed the power of connection to me.

After the eighth fair, I announced that I was going to make a documentary about the fair. It was my idea and since my involvement with the MREA was to volunteer at the energy fair one weekend a year, the documentary was an independent project. I could not have made the documentary without the support of everyone involved with the MREA. Some of the

Ingredients for Spectacular Organizational Success

founding members and some of the board members barely knew me when I started shooting footage, but all of them participated without questioning anything. They also gave me full access to anything I wanted to tape during the 1998 and 1999 fairs. Most of the vendors and instructors who participated in my documentary did not know me at all until I asked them to participate. The volunteers in my documentary were mostly people I knew, so it was easier for them to pass me the power of support. No one questioned my ability to make the documentary. No one questioned my exact plans for the documentary.

The MREA passed the power of connection to me by using their connection to Ralph Nader to ask permission for me to use parts of his keynote speech in my documentary. Had I written to Mr. Nader to ask for permission myself, he would not have known who I was. Because he knew who the MREA was and because someone who worked at his foundation had been an MREA board member, he gave his permission for someone he did not know to use him in a documentary he knew nothing about. I taped Mr. Nader's press conference before his keynote speech and I taped his keynote speech, but I did not talk to him myself.

I am an ordinary person, but my documentary is an example of what ordinary people can accomplish when other people pass them the power of support for independent projects and the power of connection. Think about the ways your organization can pass power to others. Their success can reflect on your organization and create more success for your organization.

Ingredients for Spectacular Organizational Success

Relationship Ingredient #3: Redefining relationships by passing power to others

Approved decision _____

- a. Necessary background, knowledge, skill, resources, and/or connections for putting this idea into action

- b. Opportunities to problem solve for this decision

- c. Responsibilities and opportunities for passing the power they have developed to others

Ingredients for Spectacular Organizational Success

Relationship Ingredients #4: Renewing relationships for everyone who participates

Renewing relationships recharge physical, mental, and/or emotional energy
for both people in the relationship.

The MREA renews relationships through task activities, social activities, and group events. Task activities through the MREA include volunteering before, during, and after the renewable energy fair. Social activities include a dinner for hardcore volunteers, exhibitors, MREA staff, and MREA board members right before the fair. Group events besides the fair include educational workshops and projects to upgrade the MREA fairgrounds, campgrounds, and facilities. Task activities and social activities can be combined through the MREA's online discussion forums on more than a dozen topics. For more information, visit www.the-mrea.org.

- a. Identify the task activities, social activities, and group events that give people opportunities to renew relationships with each other.
- b. Through evaluations, surveys, and talking to people, determine if your organization needs to improve those opportunities in any way.
- c. Determine if your organization could provide other opportunities for participants to renew their relationships.

Ingredients for Spectacular Organizational Success

Relationship Ingredient #4: Renewing relationships for everyone who participates
(page 1 of 4)

Task Activities

a. Task activities that renew relationships

b. Improving task activities to encourage renewing relationships

Ingredients for Spectacular Organizational Success

Relationship Ingredient #4: Renewing relationships for everyone who participates
(page 2 of 4)

Social Activities

a. Social activities that renew relationships

b. Improving social activities to encourage renewing relationships

Ingredients for Spectacular Organizational Success

Relationship Ingredient #4: Renewing relationships for everyone who participates (page 3 of 4)

Group Events

a. Group events that renew relationships

b. Improving group events to encourage renewing relationships

Relationship Ingredient #4: Renewing relationships for everyone who participates
(page 4 of 4)

[illegible]

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves

The MREA nurtures the relationships fair visitors have with themselves by providing them with new background experiences, new knowledge, opportunities to learn new skills, resources for satisfying needs and interests, and connections for help in making life changes. The MREA provides participants with a wide variety of choices in fun and supportive surroundings.

Needs of background, knowledge, skills, resources, and connections will vary according to each particular situation and the people involved in the situation.

*Refer to the behavior style and value information
for insights into the needs of the person you want to nurture*

Giving individuals what they need to take responsibility for how their actions affect their own lives:

Living with discomfort in the present for the sake of comfort in the future

Example:

Eating less in the present for the sake of better health in the future. Quitting smoking in the present for the sake of better health in the future. Spending less money in the present for the sake of financial security in the future. Studying in the present for the sake of a good career in the future. Using energy carefully in the present for the sake of a healthy environment in the future.

Judging other people fairly in the present for the sake of being judged fairly by other people in the future. Talking about other people respectfully in the present for the sake of being talked about respectfully by other people in the future. Treating other people respectfully in the present for the sake of being treated respectfully by other people in the future. (Our behavior towards other people in the present is an invitation for them to behave the same way towards us in the future.)

- a. Identify the background, knowledge, skills, resources, and connections that people need to be able to take responsibility for how their actions affect their own lives.
- b. Identify what your organization could do to provide the necessary background, knowledge, skills, resources, and connections in fun and/or supportive surroundings.

Ingredients for Spectacular Organizational Success

Giving individuals what they need to take responsibility for how their actions affect other people:

Living without personal gain at the expense of others

Living with personal discomfort for the sake of others

See examples, Relationship Ingredient #1.

- c. Identify the background, knowledge, skills, resources, and connections that people need to be able to take responsibility for how their actions affect other people.
- d. Identify what your organization could do to provide the necessary background, knowledge, skills, resources, and connections in fun and/or supportive surroundings.

Giving individuals what they need to take responsibility for their duty to a belief:

Living their belief by walking the talk of their belief

Your organization cannot hold other people responsible for a duty to its beliefs. Your organization can only hold other people responsible for a duty to their beliefs.

See example, Relationship Ingredient #1.

- e. Identify the background, knowledge, skills, resources, and connections that people need to be able take responsibility for their duty to a belief.
- f. Identify what your organization could do to provide the necessary background, knowledge, skills, resources, and connections in fun and/or supportive surroundings.

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 1 of 12)

Nurturing people to take responsibility for how their actions affect their own lives

Living with discomfort in the present...

...for the sake of comfort in the future

a. The necessary background for living with discomfort

b. Ways your organization could provide the necessary background with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 2 of 12)

Nurturing people to take responsibility for how their actions affect their own lives:
Living with discomfort in the present for the sake of comfort in the future

- a. The necessary knowledge for living with discomfort

- b. Ways your organization could provide the necessary knowledge with fun and/or support

- a. The necessary skills for living with discomfort

- b. Ways your organization could provide the necessary skills with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 3 of 12)

Nurturing people to take responsibility for how their actions affect their own lives:
Living with discomfort in the present for the sake of comfort in the future

- a. The necessary resources for living with discomfort

- b. Ways your organization could provide the necessary resources with fun and/or support

- a. The necessary connections for living with discomfort

- b. Ways your organization could provide the necessary connections with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 4 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living without personal gain at the expense of others

Living without personal gain...

...at the expense of others

c. The necessary background for living without personal gain

d. Ways your organization could provide the necessary background with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 5 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living without personal gain at the expense of others

- c. The necessary knowledge for living without personal gain

- d. Ways your organization could provide the necessary knowledge with fun and/or support

- c. The necessary skills for living without personal gain

- d. Ways your organization could provide the necessary skills with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 6 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living without personal gain at the expense of others

- c. The necessary resources for living without personal gain

- d. Ways your organization could provide the necessary resources with fun and/or support

- c. The necessary connections for living without personal gain

- d. Ways your organization could provide the necessary connections with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 7 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living with personal discomfort for the sake of others

Living with personal discomfort...

...for the sake of others

c. The necessary background for living with personal discomfort

d. Ways your organization could provide the necessary background with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 8 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living with personal discomfort for the sake of others

- c. The necessary knowledge for living with personal discomfort

- d. Ways your organization could provide the necessary knowledge with fun and/or support

- c. The necessary skills for living with personal discomfort

- d. Ways your organization could provide the necessary skills with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 9 of 12)

Nurturing people to take responsibility for how their actions affect other people
Living with personal discomfort for the sake of others

- c. The necessary resources for living with personal discomfort

- d. Ways your organization could provide the necessary resources with fun and/or support

- c. The necessary connections for living with personal discomfort

- d. Ways your organization could provide the necessary connections with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 10 of 12)

Nurturing people to take responsibility for their duty to their belief

Living their belief...

...by walking the talk of their belief

e. The necessary background for living this belief

f. Ways your organization could provide the necessary background with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 11 of 12)

Nurturing people to take responsibility for their duty to their belief

e. The necessary knowledge for living this belief

f. Ways your organization could provide the necessary knowledge with fun and/or support

e. The necessary skills for living this belief

f. Ways your organization could provide the necessary skills with fun and/or support

Ingredients for Spectacular Organizational Success

Relationship Ingredient #5: Nurturing the relationship other people have with themselves (page 12 of 12)

Nurturing people to take responsibility for their duty to their belief

e. The necessary resources for living this belief

f. Ways your organization could provide the necessary resources with fun and/or support

e. The necessary connections for living this belief

f. Ways your organization could provide the necessary connections with fun and/or support
