



THRIVING WORKPLACE CULTURE CERTIFICATE™

Training Program

Transforming Organizations through *The Fusion of Organizational and Employee Wellbeing*

Session 1: Introduction, Background, The “New” Sciences

Session 1 Content:

- Overview of the course; Thriving Workplace Culture Certificate™ requirements
- Introductions
- Brief review of the Old Paradigm and how it informs the *Stuckness*.
- Overview of the “New” Sciences (PNI, Quantum Physics, Chaos Theory, Neuroscience)
- Distinguishing Culture from Climate/Environment
- Review of the New Paradigm and how that informs *The Fusion of Organizational and Employee Wellbeing* to create a thriving workplace culture

Suggested Reading from *How to Build a Thriving Culture at Work*:

- Introduction
- Chapters 1-3

Certificate Completion Requirements:

- Attend ALL 11 sessions (live or make-up via recording and learning survey)
- Successfully complete ALL practical application exercises

Practical Application:

1. *Elevator Pitch Exercise*
2. *Culture/Climate Audit*

Session 1 Content Overview

The Old Paradigm

The Old Paradigm

Worldview
Mechanistic

Science

Reductionist

(whole = sum of its parts)

Culture

Control oriented

(hierarchical, patriarchal)

Health

Biomedical

(fix the machine)

Traditional Approaches to Change

Extrinsic (*controlled*) Motivation

(carrots and sticks)

Our current *stuckness* makes complete sense given this paradigm. With a mechanistic worldview, there's really no other way people would approach change and supporting both organizational and employee wellbeing.

The “New” Sciences

The scientific advances of the 20th and 21st centuries paint a dramatically different picture of reality from that proposed by the scientific assumptions of 400 years ago. It is a picture not of a giant machine-like universe in which everything can be understood by taking it apart and analyzing it piece by piece; but instead a living, breathing evolving universe in which understanding the relationship of the parts to the whole is primary and considering the context of issues and the unseen connections is vital for both organizations and employees to be able to thrive and prosper.

Psychoneuroimmunology (PNI):

- People are more than an assortment of parts forming a sophisticated machine.
- Unlike machines, humans have personalities, thoughts, feelings, and emotions; all of which can powerfully impact our immune system and thereby modulate our resistance to illness and our ability to heal.
- These aspects of the human experience, exceedingly difficult to quantify and predict and impossible to control, may in fact be the most important determinants of our quality of life.
- Placebo and nocebo effects, optimism and pessimism, stress, meditation, perceived health, social connectedness, love, laughter, touch, spirituality, and trauma as well as numerous other aspects of the human experience are all inextricably connected to both our physical and psychological health.

“The immune system, like the central nervous system, has memory and the capacity to learn. Thus it can be said that intelligence is located not only in the brain but in cells that are distributed throughout the body, and that the traditional separation of mental processes, including emotions, from the body is no longer valid.”

(Dr. Candace Pert – *Molecules of Emotion*)

Quantum Physics:

- The universe bears little resemblance to a machine, either in form or function, but rather appears much more like an organic, constantly evolving, living entity.
- Physicists no longer speak of a *machine universe* composed of tiny separate building blocks, but rather of a vast interconnected *living web* whose component parts are impossible to isolate and quantify because their existence is really only understandable in the context of their relationship to each other.
- The fundamental component parts of the universe actually exist at the same time as both matter and energy, leading some physicists to conceptualize the universe more like a huge thought than a huge machine.
 - Everything in the universe is constantly changing and evolving
 - The universe is not made up of things, but rather of relationships among things
 - These relationships are best understood by focusing on their connections to the whole
 - Focusing on the parts often results in misunderstanding the workings of the whole

“We need to be willing to question every single aspect of the old paradigm. Eventually we will not need to throw everything away, but before we know that, we need to be willing to question everything.”
(physicist Dr. Fritjof Capra – *The Web of Life*)

Chaos Theory and Complexity Science:

- Like the weather, human beings and the organizations in which they work are *complex systems*. These types of systems bear little resemblance in form or function to machines.
- The assumptions and rules that govern machines do not apply to such systems.
- *Complex systems* are characterized by *sensitive dependence on initial conditions*. Referred to as *The Butterfly Effect*, it means that tiny changes in input can lead to highly differing outcomes. So, a butterfly flapping its wings on one side of the earth

can result in a major weather occurrence such as a hurricane on the other side - weeks later.

- Because in reality *everything affects everything*, unpredictability and uncontrollability are the constant realities in all *complex systems*.

“The weather (BEHAVIOR CHANGE) is an example of a chaotic system. In order to make long-term weather forecasts (PREDICTIONS OF BEHAVIOR CHANGE) it would be necessary to take an infinite number of measurements, which would be impossible to do. Also, because the atmosphere (HUMAN BEHAVIOR) is chaotic, tiny uncertainties would eventually overwhelm any calculations and defeat the accuracy of the forecast.

(Ken Resnicow and Roger Vaughan. “A Chaotic View of Behavior Change)

Neuroscience:

- 98% of everything we know about the brain has been discovered in the last 15-20 years!
- 80% of what scientists thought was true about the brain before 1995 has been found to be false, or misleading.
- Treating people as if they are robots or rodents whose behavior can be predicted, manipulated and controlled, is doomed to fail by among other things the very nature of the human brain.
 - Pressuring or coercing people to do things activates the *limbic system* (fight or flight), reducing input to the *prefrontal cortex*, thereby dampening critical thinking and creativity.
 - When people do something because they want to, the *limbic system* is calmed, stress is reduced, the *prefrontal cortex* is stimulated and thinking and creativity are heightened.
 - In addition, when we are doing something we want to do our body delivers its own reward, as the *nucleus accumbens* releases dopamine, flooding us with a general sense of wellbeing.

“The nucleus accumbens releases its dopamine when we’re engaged in the work that leads to the accomplishment of our goals, not when we accomplish the goals. It’s the work itself that is rewarding.”

(Charles Jacobs – Management Rewired)

Summary:

The mechanistic worldview or paradigm that has dominated all aspects of our culture for 400 years seems quite logical. After all, skilled surgeons need to have a solid background in anatomy to understand how the human body is put together in order to repair parts that no longer work; mechanics need to have a thorough understanding of how the machines they are working on fit together in order to repair what isn’t working; computer technicians need to have a detailed understanding of how computer hardware and software interact in order to troubleshoot; and a business problem needs experts who have a solid history with the business and industry who can dissect the problem and determine possible solutions.

However, knowing about the pieces and parts of a person or business only allows us to go so far. Without understanding the broader context, the subtle nuances and the unseen details, we can’t begin to be effective in eliciting change – on an organizational or individual level. In order to do that we have to incorporate more than just the whole as a mathematical sum of its parts, more than just what we see, more than what is merely apparent.

Distinguishing Culture from Climate

Workplace culture is very different from workplace climate; yet the two are frequently used interchangeably with mismatched solutions applied trying to use climate interventions to change culture. In the business and Organizational Development (OD) world, Edgar Schein, Ph.D. is the guru and leading researcher on corporate culture. He describes culture as “the hidden force that drives most of our behavior both inside and outside organizations.” It goes beyond “it’s the way we do things around here,” the company climate, basic values, etc. These are all *manifestations* of the culture.

- It’s like looking at a river; all the things you see on the surface from the flow of the water to the shape of the river bed are manifestations of an ever-changing, powerful current beneath the surface. In terms of culture, that current that ultimately drives the strength and direction includes the unconscious, taken-for-granted beliefs, perceptions, thoughts and feelings.



The following table provides another way to consider the distinction between culture and climate:

CULTURE (what guides the strength & direction of the organization)	CLIMATE (manifestation of the culture)
Thinking	Behaviors
Adaptive Change	Technical Change
Why (Purpose)	What & How
Being	Doing
Employee Experience	Employee Engagement
Inside-out approach to change	Outside-in approach to change
Emotional Brain	Logical/Rational Brain
Core Values	Mission/Vision

In order to intentionally create a thriving workplace culture where both organizational and employee wellbeing can thrive, it is critical to leverage *The Fusion* of organizational development and employee wellbeing.



The New Paradigm

The New Paradigm

Worldview
Organic-Living



Science
Holistic
(whole is greater than the sum of its parts)



Culture
Relationship oriented
(equalitarian)



Health
Bio-psycho-social-spiritual
(holistic)



Sustainable Approaches to Change
Intrinsic *(autonomous)* motivation
I>E>S Thinking in action

The New Paradigm is based on our understanding of the “new” sciences and recognizes the world, people and organizations and organic, living systems. Consequently, it takes into consideration the complexities of human beings to support individuals and organizations to thrive.

Additional Suggested Reading

If you want to learn more about the topics covered in Session 1, here is a list of additional books articles and videos you may wish to consider accessing:

Paradigms

- **Thomas S. Kuhn.** *“The Structure of Scientific Revolutions.”* Chicago: University of Chicago Press, 1996.
- **Joel A. Barker.** *“Discovering the Future: The Business of Paradigms.”* St. Paul, MN: ILI Press, 1989.
- **CF Business Forum - Joel Barker – “The Importance of Paradigms in the 21st Century.”** https://www.youtube.com/watch?v=wOXWSg_PyTQ.
- **Christopher Chabris and Daniel Simons.** *The Invisible Gorilla: How Our Intentions Deceive Us.* New York. Broadway Paperbacks, 2011.

New Sciences

- **Fritjof Capra.** *“The Web of Life: A New Scientific understanding of Living Systems.”* New York: Doubleday, 1996.
- **Margaret Wheatley.** *“Leadership and the New Science: Discovering Order in a Chaotic World.”* San Francisco, CA: Berrett-Koehler, 2006.
- **Ken Resnicow and Roger Vaughan.** *“A Chaotic View of Behavior Change: A Quantum Leap for Health Promotion.”* International Journal of Behavioral Nutrition and Physical Activity.” 3.25 (2006).
- **Charles S. Jacobs.** *“Management Rewired.”* New York: Penguin Group, 2009.
- **D. Rock and J. Schwartz.** *“The Neuroscience of Leadership.”* Strategy+Business, 43 (Summer 2006)
- **Tony Hsieh.** *“Delivering Happiness: A Path to Profits, Passion, and Purpose.”*New York: Business Plus, 2010.
- **Chaos Theory Video -** <https://www.youtube.com/watch?v=JnlkKdDXk-I>