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#### • Speak Up

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Stories, quotes and questions

What’s in this book? Hi, it’s nice to meet you

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We are **Points of You®**, we create innovative tools and training programs for developing employees, teams, and managers. Our tools use the powerful language of today’s world, the language of photos, that inspires and provokes the mind. Thousands of organizations around the world use our tools to create meaningful dialogues within their teams, to gain insights and have a real impact on their teams’ performance and overall well-being.

Our intention in creating **Speak Up** was to provide HR, L&D, OD professionals and managers with a fast and user-friendly toolkit for the high-paced work environment. This toolkit enables your teams to engage in meaningful dialogue, facilitating open and valuable conversations.

Combining the best of our 17+ years of experience with an easy-to-use toolkit, this is your everyday partner in creating a positive impact within your workplace. Use it to navigate crucial conversations, support decision making and promote seamless collaboration to achieve your organizational goals. Deep as it is playful, **Speak Up** targets workplace communication, in a way that’s unexpected – but precise.

Our intention is for this toolkit to become your everyday source of growth and inspiration. Enjoy!

Yaron and **Points of You®** Team

 





# Introducing Speak Up

As a projective tool, **Speak Up** is a valuable resource for sparking conversations in the workplace. Promoting creativity and creating a space for sharing and opening up. It's your companion for any workplace dialogue you need to facilitate.

With your toolkit you can host your dialogue for teams within your organization, from 2 to 12 people and more. However if you want everyone to express themselves to the max, we recommend everyone to have their own set. Inside, you’ll find:

**Photo cards -** At the heart of this game are 30 Photo cards that ignite imagination, trigger intuition, provoke the mind and spark an authentic dialogue.



**Inspirational goodies -** Our pack of inspirational stickers including icons and phrases.



Add playfulness and clarity to your dialogues. You’ll find erasable marker pens for writing on Blank cards and the Game Board. Be creative with them, it’s fun!

**Game Board -** Simply lift the center box to reveal a blank canvas. Your focal point during the different processes. A place for you and your participants to express themselves and to find focus.

**Word cards -** 30 Word cards that explore everyday work related themes. Connect them with Photo cards for inspiration. Each theme includes stories, quotes, and questions. The number on the card takes you to the book page, or online through the QR code.

**Question cards -** 30 powerful workplace questions that trigger meaningful dialogues. From one-on-one to team sessions, we’ve got you covered. Use them free-style or through our pre-built scenarios Dialogue Starters.

**Dialogue Starters -** Our structured process that allow you to explore different work topics in a broad way. Find examples on how to use them in the Dialogue Starters Guide.

**Blank Word & Question cards -** Customize the game with your own words or questions using the included pens. Adapting the toolkit to your specific needs.

**Inspirational Book -** Compilation of stories, quotes and questions to add more points of view. Including instructions, inspirations and tips to make the most out of your toolkit.

Box, transforms into Game Board

30 Word cards

6 Blank Word cards

Inspirational goodies

Inspirational Book

Game Board

30 Question cards

6 Blank Question cards

30 Photo cards

Dialogue Starters Guide



# Dialogue Starters

Navigate through a variety of workplace situations with ease using our versatile Dialogue Starters. Whether it's interviews, feedback sessions, or completion discussions, we have you covered.

Based on guiding questions that help us explore specific issues from different perspectives. They follow a simple yet effective structure, making it easier for you to select the most suitable option for you. They are built around our employee journey.

**1 Question** - For short sessions, ignite a thought-provoking discussion, by choosing 1 question that resonates with you, ideal for a 15-20 minute activity.

**2 Questions** - Opt for the first two questions in each of the Dialogue Starters for a 40 minute deep yet light conversation.

**3 Questions** - Choose for in-depth analysis of your current issue, takes around 1-hour.

Just like the **Speak Up** toolkit, these starters can be used for self-reflection, acting as your personal inner coach and supporter. Equally effective in one-on-one meetings, allowing you to effortlessly guide participants through the process. Additionally, easily adaptable for valuable large group processes. The provided time estimates are ideal for one-on-one sessions, adjust them to your needs and the dynamics of your conversations.

Take inspiration from the Dialogue Starters Guide, which provides examples of when and how to use the Dialogue Starters. Remember, there's no rigid way to do it – make it your own.

**Scan the QR code to access our comprehensive activity library of Dialogue Starters.**



#### Workflow



Based on the Dialogue Starters Guide, here is a more detailed flow of how to prepare and conduct your next meeting using our Dialogue Starters. The following example is for a one-on- one session:

1. Choose the appropriate Dialogue Starter connecting to your needs. Consider printing it for note-taking.
2. Connect the employees to the objectives of the meeting and introduce them to our way of working using photos and metaphors.
3. Spread the Photo cards face up and allow the participant to select the cards that connect to the topic of the meeting and the questions asked.
4. Guide the participant in observing their photo, see page 12 for more guidance.
5. Invite the participant to share about their photo and how it is connected to the topic of the meeting and to the first question of the Dialogue Starter.
6. This is the time to ask your questions to what you heard, to engage in a dialogue. Be curious, check are you understanding correctly. Once you feel you explored enough move to the next question and repeat.
7. Once all the questions have been answered, invite the participant to choose one Word card as a summary of the process so far.
8. Invite the participant to write down their main insights from the process and create a action plan to apply those insights practically.
9. Encourage the participant to take a photo of the session as a reference for future reflection, the cards can continue to inspire.
10. Finish the process by asking the participant to share in 2-3 sentences their main takeaways together with their planed action items.

When working with a larger group or doing a self-coaching process, follow the same steps just adapting them to your process setting.



# Working Free Style



In the previous section, we equipped you with ideas on how to use our Dialogue Starters. That's just the tip of the iceberg!

**Speak Up** can be your ultimate conversation companion in many different ways.

From quick introductions to whole day programs, use the whole toolkit or just some element. Here are some key points to bear in mind as you embark on your journey of empowered conversations:

* + **Flexibility:** You have the freedom to choose questions randomly or based on your specific needs. Additionally, you can utilize Blank cards to create customized processes.
  + **Customization:** You can decide to work with all elements of the tool or select only certain parts that suit your requirements.
  + **Simplicity:** Remember that less is more. Often, a single question is sufficient to yield deep results.
  + **Emphasis on Sharing:** The sharing aspect is crucial as we strive to foster a culture of dialogue. Focus on listening attentively and creating an environment where participants feel comfortable opening up (no expectations, no judgment).
  + **Rule of the Deck:** Throughout the process, always allow participants the option to change their chosen card.
  + **Experiment:** Try out different ways of using it. There is no right way!
  + **Trust the Process:** Even if things don't always work out exactly as you planned, there will be some insights to be gained. Don't worry about making mistakes.





Try out the following activities in your next meetings:



#### First Encounters

A very simple icebreaker, your participants choose 1 Photo card that represents them, and they can introduce themselves through this card.

#### Mood Barometer

Use this activity to gauge the team's feelings. Draw a line on a game board, write 1 at one end and 10 at the other. Invite each participant to choose one Photo card that represents how they are feeling, to share why they chose this card and to place one of the stickers on the scale marking their energy level (10 for highest energy, 1 for lowest).

#### What Question am I ending with?

End your meeting with this activity. Spread the Question cards for everyone to see.

Each participant selects one question that they are ending with. They can either share why this question is resonating with them, or they can have an assignment to answer it before the next meeting.



# Mindset & Setting

Your mindset & setting can significantly influence on the dialogue outcomes. Take a moment to reflect on your approach and the environment you wish to cultivate before engaging in each conversation and meeting you have. Depending on the specific employees within

the organization, their department, and their stage in the employee journey, they will require a different setting. By preparing with intentionality, you can foster productive and transformative experiences that have a positive impact on the teams you collaborate with.

#### Mindset:

When preparing for a meeting or discussion, it's important to consider your mindset and the purpose of the meeting. What do you hope to gain from this interaction? Take time beforehand to set your objectives and consider the expected outcomes. At the start of the meeting, share your objectives with the other participants. This will help set clear expectations and keep everyone aligned throughout the discussion.

Secondly, to build an open dialogue, we need to create a space where team members feel comfortable expressing their true voice. The power of **Speak Up** lies in its ability to invite different perspectives through the use of photographs, questions, words, and metaphors. It's important to teach participants that they can speak up and be heard. By actively listening and asking the right questions, we can create a mindset of open dialogue.

#### Setting:

A safe and inviting environment can encourage open communication, while a distracting or unwelcoming space can hinder it. Here are some tips for setting the stage when preparing for your meeting or conversation:





* + Find a space where everyone can feel comfortable sharing their thoughts. Take into consideration, do you want the setting to be formal or more relaxed? Do you want tables or just chairs? How the space is arranged will affect how the process dynamic will go.



* + Set the tone by asking everyone to turn off their phones and other devices to have no distractions.
  + Give your full attention to the person speaking, and avoid interrupting or judging them. An open and respectful dialogue is fostered when you are willing to listen.
  + End the meeting with a summary and action items list to ensure that the meeting served its purpose.

By intentionally setting up the space in this way, you can create the conditions for a more productive and transformative experience that will positively impact your team's dynamic.

Building an environment that supports open communication and dialogue takes effort and intent, but it's a valuable investment. We invite you to play around and find ways that will work for you and keep in mind that it also takes time and persistence to build a culture of dialogue, but it’s worth it.

We invite you to try out our self-coaching processes for preparing your meetings and growing from past ones. Find them in the Dialogue Starters activity library.

  

How to look at photos and words?

A crucial part of working with **Speak Up** is to give time for observing the Photo cards and Word cards that are chosen. The act of observing images serves as a powerful tool for self- reflection, expression, and growth. By engaging in deep observation, we can access inner worlds, explore thoughts and emotions, and gain new perspectives from the images.

Our recommended way of observing photos is that once all the participants in your activity have chosen the Photo card you guide them, by asking a series of questions, which they should answer in their mind. It should take from 1-3 minutes. Afterwards you can continue to your chosen process.

#### Observing Photos

Some questions to ask to the photo:

* What do I see in the photo?
* What is the dominant color in the photo?
* What detail is capturing my eye? Why is it important?
* What happened just a minute before the photo was taken?
* What is missing in the photo? What would I add to it?
* Where would I place myself? If at all?
* Do I like or dislike the photo? Why?
* How do I feel about the photo?

#### How do all these connect with the issue that I/we are observing today?





#### Observing Words

Same as with the Photo card, when we pick a Word card it is also worth taking a time to observe the world itself. Here are a few questions that can enhance the way we look at the word that came to us:

* What does this word mean to me?
* What word has the opposite meaning?
* What other words can I make up from the letters in this word?
* How does the word change if I add Yes or No before it?
* Do I like or dislike the word? Why?
* What emotions, feelings or memories does this word arise in me?

#### How does the word connect with the photo that I am looking at?

**Loyalty**





# Employee Journey

We recognize that you will be supporting employees in different stages of their life cycle in the organization. We created special processes for each stage of the journey, to support your needs. It's a different conversation during a job interview, setting expectations while on- boarding or doing a follow up feedback process.

Here is our take on the employee journey.

**Shared Values**

#### Starting Point

Building new relationships with employees, teams, and organizations. That includes job interviews and onboarding, helping to set mutual expectations and get to know each other better.



#### Shared Values

Aligning the values of the organization and its employees is crucial in fostering a strong relationship. Explore how to work with these values and contribute to teams and organizations, to build a sense of belonging and respect.

#### Team Collaboration

Create the right conditions for everyone to express themselves fully, explore how to work better together, and build open and authentic communication in any team setting to boost productivity and motivation.

**Starting Points**

**Finish Line**

### Employee Journey

**Team Collaboration**

**Employee Development**

#### Employee Development

Help individuals and teams achieve their potential by identifying growth opportunities, especially in interpersonal skills. Support employees achieve both career achievements and organizational goals.

#### Finish Line

Celebrate endings, acknowledge progress, and learn from the journey. Close up projects, wrap up quarters, and respectfully handle team member transition or termination, with a sense of completion for everyone involved.

When you enter our Dialogue Starters activity library, you will find the same colors and logos corresponding to each stage of the journey.

# Online Content

Additionally your **Speak Up** toolkit comes along with a variety of extra online resources, please note that you will need to sign up when entering the first time.

Online Content

# Inspirations to the Word Cards



#### Dialogue Starters Library



Download and print our Dialogue Starters for various workplace scenarios. Use them to capture insights and actions. Review, comment and find inspiration in our growing library.

#### Inspirations

Stories, quotes and questions to each of the Word cards are accessible directly from the Word cards, by scanning the QR code. It's an extra source of inspiration for your participants who don't have the book.

#### Community & Support

Join our global community of like-minded professionals from around the world! Connect, share, find inspiration and get support from our lead professionals.

#### Focus & Insights Handouts

Don't lose valuable ideas or miss crucial action items from your meetings. With these handouts keep track of essential information and ensure follow-ups on important action items.

#### Speak Up Digital

Bring the magic of **Speak Up** to your online meetings. Our digital platform is here to foster deep conversations in all settings. Find out more on page 80.



Adaptability

#### Chapter 1

I walk down the street.

There is a deep hole in the sidewalk.

#### Chapter 4



I walk down the same street.

There is a deep hole in the sidewalk.

If you don't like something, change it. If you can't change it, change your attitude. Don't complain.

**Maya Angelou**

Adaptability

I fall in. I am lost… I am helpless. It isn’t my fault.

It takes forever to find a way out.

#### Chapter 2

I walk down the same street.

There is a deep hole in the sidewalk. I pretend I don’t see it. I fall in again.

I can’t believe I am in the same place. But it isn’t my fault.

It still takes a long time to get out.

#### Chapter 3

I walk down the same street.

There is a deep hole in the sidewalk. I see it is there.

I fall in… it’s a habit… but my eyes are open. I know where I am. It is my fault.

I get out immediately.

I walk around it.

#### Chapter 5

I walk down a different street.

**Portia Nelson -**

**An Autobiography in Five Chapters**

It doesn’t matter how good you are today; if you’re not better next month, you’re no longer agile. You must always, always, always try to improve.

**Mike Cohn**

I am every color of the spectrum.

**Steven Magee**

Cats are marvelous creatures – they either adapt to circumstances, or decide to make circumstances adapt to them. Either way – they win.

**Will Advise**

Caterpillar: You’ve changed? Butterfly: We're supposed to! **Anonymous**

#### How do I react to changes in my organization? What will never change for me?

#### How do I adapt to the changing work environment? What is it time to let go off?

 

Boundaries

I’ve always equated being a good friend, teammate, and family member with doing whatever anyone asks of me. If someone needs help, you help. If someone’s having a get-together and invites you, you’d better be there. Saying no is rude, so never, ever say no. I think this is a common thing we teach little girls – always be polite and take care of everyone else before you take care of yourself.

Once I’d taken my neighbor to the airport at 4am that morning. She’d texted me the night before: “Hey. Can you give me a ride to the airport tomorrow? At 4am?” Three grimacing emojis. I said yes, of course, and I showed up at 4am on the dot with my trunk popped. She got in my car and said, “Wow! I can’t believe you actually said yes. My husband is mad at me for asking you because he thought it was really rude. But I told him you said yes!”

I couldn’t stop thinking about that the whole way back home. Why did I say yes? Well, because I thought I couldn’t say no. It was that simple. The fact that even the asker was surprised I said yes made me think pretty deeply about my personal boundaries and that they were basically non-existent.

Would saying no to someone result in something terrible happening? Would it make someone swear me off as a friend? Of course not.

Others say no all the time, and it’s fine. I gave myself "permission" to say no to things I don’t want to do. Life is just too short to waste your time doing things for the sake of doing things. **Kristen Hillery**

Boundaries



Effective boundaries are not a matter of selfishness or being unfriendly. Rather, they are a way of ensuring that everyone gets the best from us.

**Ken Blanchard**

Boundaries are a part of self-care. They are healthy, normal, and necessary.

**Doreen Virtue**

Never assume you can’t do something. Push yourself to redefine the boundaries.

**Brian Chesky**

Boundaries are a part of leadership. You have to be able to set boundaries because you teach people how to treat you.

**Oprah Winfrey**

Saying no is the most powerful thing you can do. Saying no affirms what you stand for, and strengthens what you do.

**Danielle LaPorte**

#### How do I communicate my boundaries to others? Do I say No to my superiors?

#### How do I know when my boundaries are crossed at work?

#### What is one thing I can say no to today that will help me to create more time and space for the things that truly matter?

Burnout

I’d hit a wall. I was physically and emotionally burned out. I’d been working 80 to 100-hour weeks for years. At one point, I think I was averaging maybe four hours of sleep a night. I was living off of fast food and caffeine. I’d stopped exercising. I wasn’t making time for friends or family.

Eventually, I realized that I needed to make a change. I couldn’t keep going at that pace forever. So I started to prioritize self-care. I began exercising again. I made time for people I cared about. I started sleeping more. I even started meditating.

It wasn’t easy to break out of those old patterns, but it was necessary. And in the end, it made me a better leader. I had more energy and focus. I was able to approach challenges with a clearer mind. And I was happier. I realized that taking care of myself wasn’t just important for

Burnout is what happens when you try to avoid being human for too long.



**Michael Gungor**

Stress is not what happens to us. It's our response to what happens. And response is something we can choose.

**Maureen Killoran**

Silent quitting is a disease that slowly, but surely, erodes the soul of an organization.

**Michael Lee Stallard**

It does not matter how much you achieve if your health is compromised.

**Unknown**

Burnout

my own well-being – it was essential for the well-being of the company as a whole.

**Tony Hsieh - Delivering Happiness: A Path to Profits, Passion, and Purpose**

Burnout is nature's way of telling you that you've been going through the motions your soul has departed; you're a zombie, a member of the walking dead, a sleepwalker.

**Sam Keen**

#### How do I balance my personal and professional life? How much can I carry on my shoulders?

#### How do I prioritize my tasks?

#### What steps can I take to simplify my life and reduce stress?



Closure

Once upon a time a psychology professor walked around on a stage while teaching stress management principles to an auditorium filled with students. As she raised a glass of water, everyone expected they’d be asked the typical “glass half empty or glass half full” question. Instead, with a smile on her face, the professor asked, “How heavy is this glass of water I’m holding?”

Don't cry because it's over. Smile because it happened.

**Dr. Seuss**

Closure is not about tying up loose ends, but about acknowledging the impact of past experiences and finding a way to integrate them into our lives.

**John Whittington**

Closure

Students shouted out answers ranging from eight ounces to a couple pounds.

She replied, “From my perspective, the absolute weight of this glass doesn’t matter. It all depends on how long I hold it. If I hold it for a minute or two, it’s fairly light. If I hold it for an hour straight, its weight might make my arm ache a little. If I hold it for a day straight, my arm will likely cramp up and feel completely numb and paralyzed, forcing me to drop the glass to the floor. In each case, the weight of the glass doesn’t change, but the longer I hold it, the heavier it feels to me.”

As the class shook their heads in agreement, she continued, “our stresses, worries and unfinished closures in life are very much like this glass of water. Think about them for a while and nothing happens. Think about them a bit longer and you begin to ache a little. Think about them all day long, and you will feel completely numb and paralyzed – incapable of doing anything else until you release them.

**Urban Legend**

It is always important to know when something has reached its end. Closing circles, shutting doors, finishing chapters, it doesn't matter what we call it; what matters is to leave in the past those moments in life that are over.

**Paulo Coelho**

People of our time are losing the power of celebration. Celebration is an active state, an act of expressing reverence or appreciation. Celebration is a confrontation, giving attention to the transcendent meaning of one's actions.

**Abraham Joshua Heschel**

There is no real ending. It's just the place where you stop the story.

**Frank Herbert**

#### How are closures expressed in my team? How do I close things?

#### What is my next career step?

#### What do I need to leave behind in this moment?



Collaboration

In 2010, a group of Chilean miners became trapped underground when a mine collapsed. The miners were stranded in a small chamber more than 2,000 feet underground, with no means of communication or escape. Despite the dire situation, the miners banded together and formed a tight-knit team, relying on each other for support, encouragement, and survival. They rationed their food and water, took turns leading daily prayers and exercises, and even organized a "TV station" to keep themselves entertained and informed about the rescue efforts. After 69 days underground, all 33 miners were rescued in a miraculous feat of collaboration and teamwork between the miners, their families, and the rescue workers who worked tirelessly to save them.

**Wikipedia**

Alone we can do so little; together we can do so much.

**Helen Keller**

Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.

**Vince Lombardi**

We are not a team because we work together.

We are a team because we respect, trust and care for each other.

**Vala Afshar**

Individually, we are one drop. Together, we are an ocean.

**Ryunosuke Satoro**

The strength of the team is each individual member. The strength of each member is the team.

**Phil Jackson**

Collaboration



#### What can I do to foster a culture of collaboration?

#### How do I typically approach conflicts or challenges within the team? What comes first, me or the team?

#### What role do I take when I work in a group?



Connecting the Dots

If I had never dropped out, I would have never dropped in on this calligraphy class, and personal computers might not have the wonderful typography that they do. Of course

it was impossible to connect the dots looking forward when I was in college. But it was

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.



**Alvin Toffler**

Connecting the Dots

very, very clear looking backward 10 years later. Again, you can’t connect the dots looking forward; you can only connect them looking backward. So you have to trust that the dots will somehow connect in your future. You have to trust in something – your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.

**Steve Jobs - Extract from his commencement speech at Stanford University**

Learning is not attained by chance. It must be sought for with ardor and attended with diligence.

**Abigail Adams**

Everything is connected. You can't separate a person's soul from his body, or his mind from his emotions. We're all one thing.

**Paulo Coelho**

An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.

**Jack Welch**

Great leaders are able to connect the dots between the past, present, and future, and make meaningful connections that lead to success.

**John C. Maxwell**

#### How do I stay up to date in my current position? Do I stay in the past or do I look into the future? What are my biggest career learnings?

#### Do I focus on the details or the big picture?



Decisions

“Now the children prefer to work in Jakarta rather than returning to their hometowns to continue their parents' plantations.” said one of the farmers to Amanda Susanti Cole.

Apparently, this was caused by the difficulty in distributing the crops to the market. Seeing this opportunity, Amanda, who at that time had worked for two years in a chemical distribution company, decided to quit her job and open a garden with the help of her uncle. Amanda, who has had a hobby of farming since she was young, wants to help farmers by establishing easy distribution channels for farmers so that their crops can reach cities. Having skills in business and technology, in 2017 Amanda decided to open her first

business, Sayurbox. Selling vegetables digitally, which initially only started from using social media, has begun to expand using applications. Previously, Amanda only sold vegetables, now Amanda also provides a variety of other organic preparations that people can order easily at affordable prices. Sayurbox, which has partners with 300 farms and plantations, while serving 50,000 customers and making 1,000 deliveries every day, made Amanda the Seedstars Indonesia Winner, in the startup competition and received funding for her business in 2018, and was included in the ranks of Forbes 30 Under 30 Asia in 2019.

**The Story of Amanda Susanti Cole**

Decisions

The worst business decision you can make is no decision. The needs are not going to go away. Waiting is what's gotten us in the situation we're in now.

**John Peace**

The key to making good decisions is not knowledge. It is understanding.

**Malcolm Gladwell**

You and only you are responsible for your life choices and decisions.

**Robert T. Kiyosaki**

No decision has been made unless carrying it out in specific steps has become someone's work assignment and responsibility.

**Angela Davis**

Decisions are made by those who show up.

**Jennifer Pahlka**

#### How do I make my decisions? Based on data or intuition? How do my decisions affect me now and in the future?

#### What is the decision that I need to be making at this time? Who makes the decisions for me?



Dialogue

A man was sitting in a public garden, peacefully, holding a dog on a leash, dozing at his feet. A lady approaches, sits down next to him, looks at the dog for a moment and asks the man:

* “Is your dog nice?”
* “He is very nice,” the man replies.

The woman reaches out her hand to the dog, but it suddenly stands up and bites her ferociously.

* “What did you say to me?” asks the woman, furious and bleeding. “You told me your dog was nice!”
* “Mine is. That one is my sister's dog.”

**Urban Tale**

Dialogue

Change happens by listening and then starting a dialogue with the people who are doing something you don't believe is right.



**Jane Goodall**

Black and white are just shades, not necessarily opposites.

**Lise Delarte**

People who speak without nuance give the impression of being right. A nuanced statement is weakened by its form.

**Etienne Klein**

Conflict can and should be handled constructively; when it is, relationships benefit. Conflict avoidance is not the hallmark of a good relationship. On the contrary, it is a symptom of serious problems and of poor communication.

**Harriet B. Braiker**

Honesty and openness is always the foundation of insightful dialogue.

**Bell Hooks - All About Love: New Visions**

#### How do I communicate in my workplace? Do I allow myself to speak up?

#### Does my current organization support a Culture of Dialogue? What are my concerns when beginning a dialogue?

Diversity

When King Ahmaq ascended the throne, he received a mirror as a gift. At that time, no one

* even the king - had ever seen a mirror. So the king looked at his own image. He found

Diversity is being invited to the party; inclusion is being asked to dance.



**Verna Myers**

Diversity

himself so beautiful that he decreed that all the men in the city should henceforth dress like him, wear the same beard as him, and speak with the same voice as him. He added that anyone who did not obey would be punished by death.

Soon there were only men in the city who followed the king's example. Some time later, a terrible plague fell on the city. The frightened Ahmaq called upon God, who came down to the city.

But God did not find Ahmaq. All men were alike.

So God left, abandoning the city, its inhabitants and Ahmaq, its king, to their sad fate. Thus disappeared this city that had once been so beautiful.

**Persian Tale**

Diversity... why do we all assume that this is a good thing, when we are only comfortable with uniformity?

**John Updike**

It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.

**Audre Lorde**

Companies that have diverse management teams have better financial performance, better employee engagement, and are better positioned to make decisions that reflect the perspectives of a broader group of stakeholders.

**Mellody Hobson**

It takes a lot of courage to be the same person on the outside as on the inside.

**Barbara De Angelis**

#### How can I make my work environment diverse and inclusive? What do I think about those who have different point of view? Do I stand out or try to fit in my work?

#### Are my surroundings diverse or uniform?



Empathy

There was a blind girl who hated herself purely for the fact she was blind. The only person

Learning to stand in somebody else’s shoes, to see through their eyes, that’s how peace

Empathy

she didn’t hate was her loving boyfriend, as he was always there for her. She said that if she could only see the world, she would marry him.

One day, someone donated a pair of eyes to her – now she could see everything,

including her boyfriend. Her boyfriend asked her, “now that you can see the world, will you marry me?”

The girl was shocked when she saw that her boyfriend was blind too, and refused to marry him. Her boyfriend walked away in tears, and later wrote a letter to her saying:

“Just take care of my eyes dear.”

**Traditional Tale**

begins. And it’s up to you to make that happen. Empathy is a quality of character that can change the world.

**Barack Obama**

No one reaches out to you for compassion or empathy so you can teach them how to behave better. They reach out to us because they believe in our capacity to know our darkness well enough to sit in the dark with them.

**Brene Brown**

Before you criticize a man, walk a mile in his shoes.

That way, when you do criticize him, you’ll be a mile away and have his shoes.

**Steve Martin**

When you show deep empathy toward others, their defensive energy goes down, and positive energy replaces it. That’s when you can get more creative in solving problems. **Stephen Covey**

The only time you look in your neighbor’s bowl is to make sure that they have enough. You don’t look in your neighbor’s bowl to see if you have as much as them.

**Louis C.K.**

#### Have I made someone smile today?

#### What is the relationship between empathy and leadership for me? Do I listen with my heart, or my head?

#### Is empathy needed at all in my workplace? And if so, where?



Expectations

A classic dream story, which has been told for a long time, especially in China and Korea, is about a man who sleeps and dreams. He dreams of a terrible, dreadful dragon opening its fiery mouth, very threatening and screaming. The man, distraught, asks him.

* ”But what is going to happen? I am terrified: are you going to eat me?”
* ”What do you want me to say?” The dragon replies. “This is YOUR dream!”

**Chinese Folktale**

Expectations



Expectations are like fine pottery. The harder you hold them, the more likely they are to crack.

**Brandon Sanderson - The Way of Kings**

You can't expect everyone to have the same dedication as you.

**Jeff Kinney - Diary of a Wimpy Kid**

Don’t lower your expectations to meet your performance. Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality.

**Ralph Marston Jr.**

What you can't reach generates either dreams or frustration.

**Mazouz Hacène**

The situation is bad, very bad. The pessimistic person says: “Worse than that, it's not possible”. And the optimistic person says: “Yes, it is possible! It is possible!” **Anonymous**

#### What do I expect from my team/employees?

#### How would I feel if I didn't have any expectations? In my role, what are others expecting from me?

#### Do my expectations support me or block me?



Fun

In the 1980s, the Pike Place Fish Market in Seattle was on the brink of closure, with demotivated and unhappy employees struggling to keep the business afloat. John Yokoyama, a former employee turned owner, decided to make a change. During a meeting, an employee suggested they not only save the business but make it "world-famous" by introducing flying and thrown fish, games with customers, and staff attitudes of always enjoying their work.

With the decision made to try something new, a simple act of playfulness among the staff changed everything. They started to have fun, interact with customers, and make each other laugh. A typical routine will involve a customer ordering a fish; the fishmongers in orange rubber overalls and boots will call out the order which is loudly shouted back by all the

Fun is not a luxury, it's a necessity.



**Sheryl Sandberg**

The opposite of play is not work, it's depression.

**Brian Sutton-Smith**

In every real man a child is hidden that wants to play.

**Frederich Nietzche**

Having fun is not a diversion from a successful life, it is the pathway to it.

**Martha N. Beck**

Fun

other staff, at which point the original fishmonger will throw the customer's fish behind the counter to be wrapped. The repeated shouting of fish orders started out as a prank on one employee, but became a tradition as the display was enjoyed by customers. When at work, the fish market's staff continually yell to each other and chant in unison while throwing ordered fish. Occasionally they will throw a foam fish into the crowd to scare bystanders, or select a customer from the crowds to participate in the fish toss. The market displays a sign in the general area which reads "Caution: Low Flying Fish".

The result was a dramatic turnaround in the business. The fish market became more profitable and started attracting more customers. The employees were happier and more motivated, and they took pride in their work. The fish market is a famous landmark in Seattle and has become a tourist attraction from all around the world because of the unique and lively atmosphere that the employees create.

**Stephen C. Lundin, Harry Paul, John Christensen - A story from Fish! Tales**

Fear is an obstacle for some people. Fear is an illusion. Just play. Have fun. Enjoy the game.

**Micheal Jordan**

#### How can I have fun at work?

#### What can bring me more fun in my everyday tasks? Do I celebrate together with my teammates?

#### When was the last time I did something fun?



Loyalty

In the 1920s, Hachiko's owner, Professor Hidesaburo Ueno, would take the dog on a train ride to work every day. Hachiko would then wait patiently at the train station for Ueno to return from work, and the two would walk home together.

Sadly, in 1925, while Ueno was at work, he had a sudden stroke and passed away, leaving Hachiko waiting at the Shibuya train station as usual. For the next nine years, Hachiko

Loyalty is a two-way street. If I'm asking for it from you, then you're getting it from me.



**Harvey Specter**

Loyalty and devotion lead to bravery. Bravery leads to the spirit of self-sacrifice. The spirit of self-sacrifice creates trust in the power of love.

**Ueshiba Morihei**

Loyalty

showed unwavering loyalty by returning to the train station every day at the same time, waiting for his owner to return.

Even though Ueno never returned, Hachiko remained devoted, sleeping overnight at the train station and becoming a beloved sight to commuters, who would often bring him food and water.

Hachiko's loyalty touched the hearts of many, and after his death in 1935, a statue was erected at the Shibuya train station. The statue remains a symbol of loyalty and a reminder of the extraordinary bond between man and animal and loyalty isn't just a human quality – animals can display it too. Hachiko also reminds us that loyalty isn't just about being devoted to someone who is present, but also being steadfast even when they're not.

**Hachiko, The True Story of a Loyal Dog**

The foundation stones for a balanced success are honesty, character, integrity, faith, love and loyalty.

**Zig Ziglar**

Loyalty is a fine quality, but in excess it fills political graveyards.

**Neil Kinnock**

Loyalty is what makes us trust. Trust is what makes us stay. Staying is what makes us love, and love is what gives us hope. **Glenn Beck**

#### How do I show my loyalty to my team?

#### How do I balance loyalty to my organization with my personal and professional goals? How does my organization cultivate a culture of customer and employee loyalty? Am I acting from loyalty or personal gains?

Mistakes

Laboratory at St. Mary’s Hospital in London. After returning from a summer vacation, he noticed that a petri dish containing Staphylococcus bacteria had been contaminated with a mold called Penicillium notatum. Instead of discarding the dish, he decided to take a closer look.

Upon examining the dish, Fleming observed that the area around the mold was free of bacteria. This chance discovery sparked his curiosity, and he began to investigate further. He

Make mistakes, be reckless, not everything is fragile.



Expect nothing but from yourself, because you are holy. Because you are alive. Because the most important thing is not what you are, but what you choose to be. **Blizzard - Fauve**

If you make a mistake and do not correct it, this is called a mistake.

**Confucius**

Mistakes

grew more Penicillium and found that it had a remarkable ability to prevent the growth of harmful bacteria.

This discovery eventually led to the development of penicillin, one of the world's first antibiotics, and a turning point in the treatment of infectious diseases.

**Medical News Today - Penicillin: Discovery, Benefits, and Resistance**

Perfectionism is the enemy of happiness. Embrace being perfectly imperfect. Learn from your mistakes and forgive yourself, you’ll be happier. We make mistakes because we are imperfect. Learn from your mistakes, forgive yourself, and keep moving forward.

**Roy T. Bennett**

Was it you or I who stumbled first? It does not matter. The one of us who finds the strength to get up first, must help the other.

**Vera Nazarian**

Recently, I was asked if I was going to fire an employee who made a mistake that cost the company $600,000. No, I replied, I just spent $600,000 training him. Why would I want somebody to hire his experience?

**Thomas J Watson**

#### Does my workplace encourage making mistakes?

#### Do I admit to my mistakes or do I try to cover them up? How do I balance taking risks with making mistakes?

#### What did I learn from my mistakes?



Out of the Box

There once was a man and a woman who had been married for more than 60 years. They talked about everything. They kept no secrets from each other... except the old woman had a shoebox in the top of her closet that she cautioned her husband never to open or ask about.

For all these years he had never thought about the box, but one day the old woman got very sick and the doctor said she would not recover. In trying to sort out their affairs, the old man took down the shoebox and took it to his wife's bedside. She agreed it was time that he should know what was in the box. When he opened it, he found 2 beautifully crocheted doilies and a stack of money totaling over $25,000. He asked her about the unusual

contents. “When we were married,” she said, “my grandmother told me the secret of a happy marriage was to never argue. She told me that if I ever got angry with you, I should just keep quiet and crochet a doily.” The little old man was so moved, he had to fight back tears. Only two precious doilies were in the box. She had only been angry with him two times in all the years of living and loving. He almost burst with joy and happiness. “Sweetheart,” he said... “That explains the doilies, but what about all this money? Where did it all come from?” “Oh,” she said, “that's the money I made from selling the doilies.”

**Folktale**

Out of the Box

The beginning of greatness is to be different, and the beginning of failure is to be the same.

**Roy Whittier**

If everyone is thinking alike, then somebody isn't thinking.

**George S. Patton**

Creativity requires the courage to let go of certainties.

**Erich Fromm**

I don't think outside the box, I think of what I can do with the box.

**Henri Matisse**

Telephone did not come into existence from the persistent improvement of the postcard.

**Amit Kalantri**

#### How can I express my creativity in my current role? When was the last time I tried something new?

#### Where in my career am I too comfortable? What makes me stay in my comfort zone?



Patterns Patterns



Once upon a time, there were six blind men who had heard about an elephant but had never encountered one. They were curious to know what an elephant was like, so they set out on a journey to find one. When they finally encountered an elephant, each of the blind men touched a different part of the animal to try and understand what it was like. The first blind man touched the elephant's trunk and exclaimed, “It's a snake!”

The second blind man touched the elephant's ear and exclaimed, “No, it's a fan!”

The third blind man touched the elephant's leg and exclaimed, “You're both wrong, it's a tree trunk!” The fourth blind man touched the elephant's side and exclaimed, “None of you know what you're talking about, it's a wall!”

The fifth blind man touched the elephant's tusk and exclaimed, “You're all mistaken, it's a spear!” The sixth and final blind man touched the elephant's tail and exclaimed, “You're all wrong, it's a rope!”

The six blind men argued back and forth about what the elephant was, each convinced that their own perception was the only correct one. They could not agree, and the argument grew more and more heated.

Finally, a wise man passing by overheard the argument and stopped to intervene. He explained to the blind men that each of them was partly right - they had just experienced different parts of the same thing. He encouraged them to work together and share their different perspectives in order to gain a more complete understanding of the elephant.

The blind men realized their mistake and apologized to each other. They began to discuss their perceptions of the elephant, and through their collaboration, they were able to gain a deeper understanding of what an elephant was really like.

**Folktale**

It's only by bringing a habit into your conscious awareness that you can observe what it's doing, how it empowers you, serves you, or doesn’t.

**Jeff Olson**

Suffering comes from three thought patterns: loss, less, never.

**Tony Robbins**

The chains of habit are too weak to be felt until they are too strong to be broken.

**Samuel Johnson**

Repetition makes reputation and reputation makes customers.

**Elizabeth Arden**

It's not what you say out of your mouth that determines your life, it's what you whisper to yourself that has the most power!

**Robert Kiyosaki**

#### Which patterns allow me to be more productive? Which patterns limit me in my work today?

#### Which tasks do I tend to leave until last? What new habit do I want to build in myself?



Performance

There was a social experiment where teams of Harvard MBA graduate students were placed to compete against kindergartners. The challenge was which team will build the highest tower using only spaghetti sticks, string and tape. The graduate students took the challenge seriously. They approached the problem analytically, discussing how to best combine the sticks, string, and tape to achieve maximum altitude.

If you think the winners were the Harvard students, think again. The kindergartners drubbed them. Here’s why. The MBA spent most of their time speculating trying to figure everything out in advance. They also spent much time arguing who should be in charge. As a result, their constructions kept falling apart. But the kids got to work quickly. They tried one way of building. If didn’t work, they quickly tried another. They learned from their mistakes and got in a lot more tries. As a result, they quickly built one tall structure after another.

The MBA students spent too much time speculating on possible What If's while the kids moved quickly from What If to How to.

**Peter Skillman - The Marshmallow Challenge**

Performance

Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning, and focused effort.



**Paul J. Meyer**

Almost all of the world-class athletes and other peak performers are visualizers. They seek it; they feel it; they experience it before they actually do it. They begin with the end in mind.

**Stephen Covey**

The highest levels of performance come to people who are centered, intuitive, creative, and reflective – people who know to see a problem as an opportunity.”

**Deepak Chopra**

When someone tells me “no,” it doesn’t mean I can’t do it, it simply means I can’t do it with them.

**Karen E. Quinones Miller**

The one who refuses to become better, already stops being good.

**Oliver Cromwell**

#### How do I measure my performance at work? Do I focus on the journey or the outcome? How can I lead my team to peak performance?

#### Do I evaluate my performance or wait for others to do it?



Potential Potential



A monk set out on his travels across a faraway land. As night was falling he found a humble shack, in the middle of nowhere. A poor family lived there and the mother, father and children were dressed in rags. The monk asked if he could spend the night. “You are most welcome” they said and prepared a simple meal consisting of milk, cheese and cream. The monk greatly appreciated their simple generosity. When they finished eating, he asked how they managed to survive in such an isolated place. “We have one cow” said the wife, "We sell her milk to our neighbors and keep enough for our needs.”

The next morning, the monk said his goodbyes and set out to continue his journey. Not far from the family’s little hut, he came across the cow. The monk pondered for a moment before leading the cow to the edge of a nearby cliff and pushing it over the edge.

Several years later the monk again passed that same road where he found lodging so many years ago, and decided to visit the family. As he rounded the curve, he saw a splendid mansion, surrounded by landscaped gardens. The monk knocked on the door. The father answered, now well-dressed and looking healthy. He recognized the monk immediately. While they ate, the monk asked what had changed in the years that had passed. “You know, we used to have a cow.” explained the father, “She kept us alive. One day she fell down the cliff and died. To survive, we had to develop skills we didn’t know we had. We were forced to come up with new ways of doing things. It was the best thing that ever happened to us! We are now much better off than before.” The old monk smiled.

**Zen story**

Actually, everyone has their own potential and dreams. The problem is those dreams were never to be realized. **Bob Sadino**

If you follow someone else’s way, you are not going to realize your potential.

**Joseph Campbell**

A good leader is one who can tell another how to reach his or her potential; a great leader is one who can help another discover this potential from him or herself.

**Bo Bennett**

If you plan on being anything less than you are capable of being, you will probably be unhappy all the days of your life.

**Abraham Maslow**

I know for sure that what we dwell on is who we become.

**Oprah Winfrey**

#### What is holding me back? What is the potential me?

#### If I did the same things that I’m currently doing, would I be proud of myself and my life?

#### How do I know that I am living my potential?

Priorities

Once there was a wise Zen master who had many students. One day, a student approached him and asked, “Master, how can I learn to prioritize my time and focus on what truly matters?” The Zen master paused for a moment and then said, “Let me show you.” He took out a glass jar and placed it on the table in front of the student. Then, he took a pile of large rocks and began to place them inside the jar until it was full.

“Is the jar full?” he asked the student. “Yes, Master,” the student replied.

The Zen master then took out a bag of smaller stones and poured them into the jar. The smaller stones filled the spaces between the large rocks until they reached the top of the jar.

You can do anything, but not everything.



**David Allen**

Be at least as interested in what goes on inside you as what happens outside. If you get the inside right, the outside will fall into place.

**Eckhart Tolle**

Never allow someone to be your priority while allowing yourself to be their option.

**Mark Twain**

Priorities

“Is the jar full now?” he asked.

The student hesitated before answering, but then said, “Yes, Master.”

The Zen master then took out a bag of sand and poured it into the jar. The sand filled the tiny spaces between the large rocks and the small stones until the jar was completely full.

“Now, is the jar full?” he asked again.

The student, understanding the lesson, replied, “No, Master. There is still room for more." The Zen master smiled and said, “Exactly. The large rocks represent the most important things in your life, such as your family, your health, and your passions. The small stones represent the smaller, but still important things, like your job and your responsibilities. And the sand represents the little things in life that can easily fill up your time and distract you from what truly matters.”

He continued, “If you fill your jar with the sand first, you will have no room for the larger rocks and small stones. But if you prioritize the important things first, then the rest will fall into place. Remember to always focus on what truly matters and prioritize your time accordingly.”

**Zen story**

Besides the noble art of getting things done, there is the noble art of leaving things undone. The wisdom of life consists in the elimination of non-essentials.

**Lin Yutang**

Time management is an oxymoron. Time is beyond our control, and the clock keeps ticking regardless of how we lead our lives. Priority management is the answer to maximizing the time we have.

**John C. Maxwell**

#### What do I need to finish and what is nice to have?

#### Do I focus on what is urgent for me or what is important for me right now? What are the things I need to leave undone at work?

#### What prevents me from focusing on my top priorities?



Purpose

Finding purpose is not just an individual pursuit; it's also a collective one. It's about connection, and it's about living up to your values. It's about doing something that matters, and it's about being part of something bigger than yourself. Purpose doesn't have to be grand or noble, but it does have to be meaningful to you. And it does have to be based on your own strengths and interests.

It's important to remember that purpose is not a one-time thing. It's not something you find and then you're done. Purpose is a journey. It's a process of continually discovering what matters to you and what makes your heart sing. And it's something that evolves over time.

In order to find your purpose, it's important to take the time to reflect on your life and your experiences. What are the things that have brought you the most joy and fulfilment? What are the things that you're good at? What are the things that you care deeply about?

Once you have a better understanding of your strengths, interests, and values, you can start to look for ways to bring those things into your work and your life. You can start to ask yourself how you can use your unique talents and passions to make a difference in the world.

Remember, finding your purpose is not about achieving some external goal. It's about discovering who you are and what you stand for, and then living your life in alignment with that. It's about finding the courage to be true to yourself and to live a life that is authentically yours.

**Sheryl Sandberg - Lean In: Women, Work, and the Will to Lead**

The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well. **Ralph Waldo Emerson**

We are not here merely to make a living. We are here to enrich the world.

**Woodrow Wilson**

The purpose of a business is to solve a problem, not to make money. Making money is a result of solving the problem.

**Jay Abraham**

The only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it.

**Steve Jobs**

The best way to find yourself is to lose yourself in the service of others.

**Mahatma Gandhi**

#### How does my work contribute to my sense of purpose? How do I define success?

#### How does my personal purpose align with the organizational vision? What impact do I hope to make?

Purpose



Reliable

The cicada, having sung All summer long,

Found herself sorely deprived When the north wind arrived:

Not a single morsel Of fly or tiny worm.

She went to plead famine

At the house of the Ant, her neighbor, Praying her to lend her

Some grain to survive Until the new season.

“I will pay you,” she said to her,

“Before August, on my honor as an animal, Interest and principal.”

The Ant is not a lender:

That is the least of her faults.

“What were you doing in warm weather?” She said to this borrower.

“Night and day to all that came I sang, if you please.”

“You sang? I am very glad. Well! Dance now.”

**Jean de la Fontaine - The Cicada and the Ant**

You can be the most talented person in the world, but if you’re not reliable, you’re going nowhere fast.

**Frank Sonnenberg**

Reliability is the precondition for trust.

**Wolfgang Schauble**

The reliable man is like the sun. He is there even when the storm blows.

**Anonymous**

Being reliable is good. But your reliability should not be exploited.

**Anonymous**

The more reliable you are, the more you are likely to be taken for granted. Ironically, it’s an unpleasant but sincere form of praise.

**Ishan Panjikar**

Reliable



#### Is reliability a talent or is it built over time? What’s the inconvenience of being too reliable?

#### How would I define a reliable employee/employer? Does my organization value reliability? If so, how?



Resilience

There is a difference between repairing and patching up. Patching up is a fast, haphazard solution, where we try to regain the very functionality of what has been broken, but without attending to any other criteria. But when you repair something, you know that love and the lesson learnt are fused together to create a new piece, a new life, which is much stronger and more beautiful than the previous.

Let’s repair what has been broken, but let’s do it focusing on what we want, not on what we have suffered or experienced. The time has come to look ahead, to lift our head high and set

You may have to fight a battle more than once to win it.



**Margaret Thatcher**

Only those who dare to fail greatly, can ever achieve greatly.

**Robert F. Kennedy**

Fall seven times, stand up eight.

**Japanese Proverb**

Resilience

an objective. The key here lies in the idea that as we repair ourselves, we start to define our future, our objectives and our goals, facing our fears with courage and bravery. Repairing what is broken is an exercise of courage, because it means accepting that you may break again.

**Tomás Navarro - Kintsugi: Embrace your imperfections and find happiness - the Japanese way.**

Resilience is accepting your new reality, even if it's less good than the one you had before.

**Elizabeth Edwards**

Resilience is not the absence of stress and trauma, but the ability to bounce back and grow from it.

**Angela Duckworth**

#### Do I bend or do I break?

#### How do I react to too many deadlines and pressures?

#### How do I control my response when I can’t control what’s happening? What obstacles have I overcome in my career?



Role Model

One evening, the daily ritual walk of Master Edamir and his disciple Shâram led them not far from the lighthouse of Magdesh.

Pointing to the lighthouse, Magdesh said: “Master, I want to be like this lighthouse: to shine day and night, to enlighten the world with my knowledge and to dispense my lights to those who ask for them.”

Without answering, Edamir beckoned his disciple to follow him.

You can’t be what you can’t see.



**Marian Wright Edelman**

Integrity is doing the right thing, even when no one is watching.

**C.S. Lewis**

It is not titles that honor men, but men that honor titles.

**Niccolo Machiavelli**

Role Model

When they reached the lighthouse, Edamir said: “Look at the lighthouse. What do you see?” The brightness of the lighthouse was so intense, its light so powerful, that Sharam was almost totally dazzled. He had to look away for fear of going blind.

The next night, Edamir and Sharam set off in a boat and quickly sailed away.

Pointing to the horizon, Edamir asked, “What do you see?” Like a wide-eyed old owl, Sharam said, “I see a tiny light flashing, far, far away.”

“It is the light of the Magdesh lighthouse. The same light that dazzled you last night. You want to shine your light on the world. It is a noble purpose. But which of these two lights do you want to be? The bright one that blinds, or the modest one that guides?”

**Oriental tale**

When I think of my version of a role model, it’s not about being the perfect Samaritan; it’s just being out there and being honest and happily imperfect.

**Zoe Kravitz**

Being a role model is the most powerful form of educating.

**John Wooden**

#### What does it mean for me to be a Role Model at work? Who shaped me to become who I am today?

#### How do I maintain my integrity in challenging situations? How am I as a Role Model?

Service

A family stayed at the Ritz-Carlton hotel in Amelia Island, Florida, and their daughter left her beloved teddy bear behind when they checked out. When the family realized their mistake, they contacted the hotel and the staff immediately went on a mission to find the bear.

They searched high and low, but unfortunately, the bear was nowhere to be found. So, the hotel staff decided to take things to the next level. They went out and bought a new teddy bear, took photos of it around the hotel, and sent the pictures to the family with a message from the bear saying he was enjoying his extended vacation.

The family was overjoyed and the little girl was thrilled to receive the photos and the new bear. But the story doesn't end there. A few days later, the hotel staff found the original teddy bear in a housekeeping closet. They immediately sent it to the family with a note saying “We found your bear.”

The family was incredibly impressed with the Ritz-Carlton's exceptional customer service and shared the story on social media. It quickly went viral and became a shining example of what great customer service can do for a business.

**Joseph Michelli - The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience**

Service

A man is called selfish, not for pursuing his own good, but for neglecting his neighbor’s.



**Richard Whately**

“Spirit,” said Scrooge, with an interest he had never felt before, “tell me if Tiny Tim will live.”

**Charles Dickens - A Christmas Carol**

My legacy and your legacy will be every person who's life was touched by your BEING here.

**Oprah Winfrey**

To give real service you must add something which cannot be bought or measured with money, and that is sincerity and integrity.

**Douglas Adams**

Customer service is not a department, it's everyone's job.

**Anonymous**

#### How do I give service to my customers/ team members? What is my unique way of giving service to others?

#### How do my everyday tasks give service to my organization's customers? Do I come to serve or to be served?



Struggle

Struggle is not an option, it’s a biological requirement. We need it to survive. In fact, life without struggle is life without growth. Struggle is the stimulus for growth. It is what triggers the need to adapt. And adapting is what helps us to evolve.

The struggle itself is not what we should avoid. It’s the unnecessary suffering that we should seek to eliminate. And the difference between struggle and unnecessary suffering is purpose. When we have a purpose, when we know why we’re struggling, then we can endure almost any struggle. It is the absence of purpose that makes struggle unbearable.

The fact is, without struggle, there can be no progress. It’s the struggle that forces us to evolve, to become better than we were before. It’s the struggle that forces us to look inside ourselves, to discover who we really are, and to discover what we’re truly capable of.

Struggle is not a sign of weakness, but a sign of strength. It’s not a sign of failure, but a sign of growth. It’s not a sign of defeat, but a sign of progress. So embrace the struggle. Embrace the challenge. And know that it is the struggle that will make you stronger, wiser, and more resilient.

**Simon Sinek - The Infinite Game**

Strength does not come from winning. Your struggles develop your strengths. When you go through hardships and decide not to surrender, that is strength. **Arnold Schwarzenegger**

Success is not final, failure is not fatal: It is the courage to continue that counts.

**Winston Churchill**

In the midst of winter, I found within me an invincible summer.

**Albert Camus**

The true test of leadership is how well you function in a crisis.

**Brian Tracy**

Obstacles do not block the path. They are the path.

**Zen proverb**

Struggle

#### What struggles do I endure in my work? Am I being strong or am I enduring?

#### Is there anything blocking me from growing in my career? If yes, what is it? When do I give up?



Sustainability

In the 15th century BC, the ancient Egyptians practiced a sustainable form of agriculture that allowed them to thrive in the Nile River valley.

Each year, the Nile River would flood, depositing nutrient-rich silt onto the farmland. The

We don't need a handful of people doing sustainability perfectly. We need millions of people doing it imperfectly.

**Anne-Marie Bonneau**

Sustainability



Egyptians would then use simple tools and techniques to create a system of irrigation canals that allowed them to control the flow of water to their crops.

They also practiced crop rotation, planting different crops in different fields each year to allow the soil to recover and replenish its nutrients. They used natural fertilizers, such as animal manure and compost, to enrich the soil and boost crop yields.

The ancient Egyptians also placed a high value on conserving resources and minimizing waste. They reused and recycled materials whenever possible, and even mummified their dead as a way of preserving their bodies for eternity.

Their sustainable farming practices, coupled with their resourcefulness and ingenuity, allowed the ancient Egyptians to sustain a thriving civilization for thousands of years. Their legacy serves as a reminder that sustainability is not a new concept, but rather an ancient and time-tested way of life that can guide us towards a more sustainable future.

**Historical records and archeological findings**

Sustainability includes how you run your business, and my bottom line includes how you treat your people. Sustainability starts with your staff.

**Tom Douglas**

In today's era of volatility, there is no other way but to re-invent. The only sustainable advantage you can have over others is agility, that's it. Because nothing else is sustainable. **Jeff Bezos**

There is no such thing as 'away'. When we throw anything away, it must go somewhere.

**Annie Leonard**

We can’t just consume our way to a more sustainable world.

**Jennifer Nini**

#### Are my professional goals sustainable for me? What does sustainability mean to me?

#### What small actions can I take in my workplace to be more sustainable?

#### What motivates me, and how can I maintain that motivation over the long-term?



Time Out

We think, mistakenly, that success is the result of the amount of time we put in at work, instead of the quality of time we put in. We forget that it’s our quality of life in the end, not the quantity of our work or accomplishments, that really matters. It’s time to unplug ourselves from our digital lives, at least intermittently, and rediscover the pleasures of the unplugged life – whether that means just putting your phone away for an hour before bed

Almost everything will work again if you unplug it for a few minutes, including you.



**Anne Lamott**

Slow down and everything you are chasing will come around and catch you.

**John De Paula**

Time Out

or taking a month-long digital sabbatical. It’s time to break our addiction to busyness, and take time for rest, reflection, and renewal. It’s time to recognize that taking time to recharge ourselves – physically, mentally, emotionally, spiritually – is not a luxury, it’s a necessity.

Because when we take care of ourselves, we are better able to take care of everything else on our plate.

**Arianna Huffington - Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder**

Sometimes the most important thing in a whole day is the rest we take between two deep breaths.

**Etty Hillesum**

This is the key to life: the ability to reflect, the ability to know yourself, the ability to pause for a second before reacting automatically. If you can truly know yourself, you will begin the journey of transformation.

**Deepak Chopra**

He who can no longer pause to wonder and stand rapt in awe, is as good as dead; his eyes are closed.

**Albert Einstein**

#### How do I react under pressure? How do I recharge myself?

#### How does my team take a time out?

#### For me, is there such a thing as wasted time?



Transformation

When a system is unable to deal with its vital problems, it degrades, disintegrates or is able to give rise to a meta-system capable of dealing with its problems: it metamorphoses. The Earth system is incapable of organizing itself to deal with its vital problems: nuclear perils that are worsening with the dissemination and perhaps privatization of atomic weapons; degradation of the biosphere; a world economy without real regulation; the return of famines; ethno-politico-religious conflicts tending to develop into wars of civilization.

The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.



**Peter Drucker**

The great solution to all human problems is individual inner transformation.

**Vernon Howard**

Transformation

The amplification and acceleration of all these processes can be seen as the unleashing of a formidable negative feedback, a process by which a system irremediably disintegrates.

The probable is disintegration. The improbable but possible is metamorphosis. What is a metamorphosis? We see countless examples in the animal kingdom. The caterpillar that encloses itself in a chrysalis then begins a process of both self-destruction and

self-reconstruction, according to an organization and a form of butterfly, other than the caterpillar, while remaining the same. The birth of life can be conceived as the metamorphosis of a physico-chemical organization, which, having reached a point of

saturation, has created the living meta-organization, which, while comprising the same physico-chemical constituents, has produced new qualities.

**Edgar Morin - In Praise of Metamorphosis**

The biggest challenge in digital transformation is to change the wheel of the car without stopping it.

**Eric Blot**

Transformation is not about improving. It's about re-thinking.

**Malcolm Gladwell**

Transformation is not a future event. It is a present activity.

**Jillian Michaels**

#### Does my position require me to transform? If yes, in what way? How do I respond to change?

#### What is my next career step?

#### Do I believe in revolution or evolution?

Uncertainty

Once a very educated young professor with multiple PhDs but with little life experience was traveling on a ship. In the same ship was an illiterate old sailor. Every evening the sailor

There’s one thing worse than change and that’s the status quo.



**John le Carre**

Uncertainty

would come to listen to the professor's lectures. One evening, the professor asked the sailor “Old man, do you know geology?” “What is that sir?” “Old man, it is the science of the earth on which we are living.” “Sir, I have never been to school. I have never studied geology.” “Old man, you have wasted a quarter of your life.” The old man thought “if such a learned person says so, it must be true. I have wasted a quarter of my life.” Next evening, the professor was delivering a lecture on oceanography. Like the previous day, the professor asked “Old man, do you know oceanography?” “What is that sir?” “Old man, it is the science of the ocean on which we are traveling.” “No sir. As I have told you earlier, I have never

been to any school or college. I don’t know oceanography.” “Old man, you are staying on this earth, but you don’t know geology. You are earning your living from the ocean, but you don’t know oceanography. You have wasted two quarters of your life.” The old sailor was very unhappy. He thought to himself “When such a learned person says that I have wasted two quarters of my life, I must have wasted two quarters of my life.” Next day, the sailor came running to the professor and asked: “Professor, do you know swimology?” “What is that old man?” “Do you know how to swim?” “I don’t know how to swim.” “Professor, you certainly have wasted all your life. The ship is sinking. Those who can swim, can go to the nearby shore. Those who can’t swim, will drown with the ship.” We may learn all the "logy" of the world and debate on them. But if we don’t know swimology, we may drown some day. We may read books on swimming, but we learn how to swim only after entering the water. There are situations in life when problems seem like a never-ending ocean and all the other "logy" of the world don’t help much. We all must learn swimology to swim through our ocean.

**S.N. Goenka - Swimology**

Uncertainty is the only certainty there is, and knowing how to live with insecurity is the only security.

**John Allen Paulos**

One does not discover new lands without consenting to lose sight of the shore for a very long time.

**Andre Gide**

In the business world, the rearview mirror is always clearer than the windshield.

**Warren Buffett**

When 99% of people doubt your idea, you’re either gravely wrong or about to make history.

**Scott Belsky**

#### How do I navigate and handle uncertain situations? What am I sure of in my life?

#### If I take the risk what can I gain?

#### How uncertainty shapes my organizational environment?



Walk the Talk

Mandela: You look agitated Jason.

Jason: Well that’s because there are four special branch cops in my office Mandela: Oh, what did you do?

Jason: Nothing. They say they’re the Presidential bodyguards. They have orders, signed by you.

Mandela: Ah yes. These men are special trained by SAS. They have lots of experience, they protected the clerk.

Jason: Doesn’t mean that they have… Mandela: You asked for more men, didn’t you? Jason: Yes, sir, I asked…

Mandela: When people see me in public, they see my body guards. You represent me directly. A rainbow nation, starts here. Reconciliation, starts here.

Jason: Reconciliation, Sir? Mandela: Yes, reconciliation, Jason.

Jason: Mr. President, not long ago, these guys tried to kill us. Maybe even these four guys in my office tried and often succeeded.

Mandela: Yes, I know. Forgiveness starts here too. Forgiveness liberates the soul. It removes fear that is why it is such a powerful weapon.

**Invictus - Movie Produced by Clint Eastwood**

Walk the Talk

The most important thing in life is to be true to yourself. The second most important thing is to be true to others.

**Sheryl Sandberg**

Happiness is when what you think, what you say, and what you do is in harmony.

**Mahatma Gandhi**

What you do speaks so loudly that I cannot hear what you say.

**Ralph Waldo Emerson**

Your personal brand is a promise to your clients... a promise of quality, consistency, competency, and reliability.

**Jason Hartman**

People want to see something that shows them you can do what you say. That's the trick.

**Christopher Nolan**

#### How do I walk the talk in my team/organization? What does integrity mean to me?

#### How do I feel when someone doesn’t walk their talk in my team? What price do I pay when I don’t walk my talk?



# Thank You

-- Tarjetas fotográficas, Embalaje y el Libro --



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With open hearts and sunshine,

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"Struggle" India

**Karolina Nazarko** "A Moment in Time" Poland

**Kevin Dooley**

"Cell generation 2012" USA

**Kimberly Valencia**

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"Blue balloon"

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**Nathan Siemers** "we're ready" USA

**Paul**

"100% Cotton" United Kingdom

**Roo Pitt**

"Black Lives Matter Norwich"

United Kingdom

**Simon Claessen**

"Arrows"

The Netherlands

**ulricaloeb**

"Pink rain"

**xflickrx**

"Generation Gap"

**Yan Chih Hsiang** "BANCAIO435 ART DISTRICT in TAIWAN"

Taiwan



 

**Speak Up**



## Building a Culture of Dialogue

With **Speak Up**, we believe in giving all employees a voice to express themselves fully, boosting results and motivation through quality communication.

Discover our full solution and see how we can support you:

**Speak Up Digital** Elevate your online meetings & workshops,

maintaining human

connections with the

**Speak Up** online version.

**Speak Up Membership** Grow and learn through our exclusive self-paced

"How to" digital course,

and monthly inspirational content.

**Speak Up Impact** Our collection of ready- made solutions that

addresses a variety of

challenges faced by employees and teams in the organization.