

FACILITATOR'S GUIDE



CULTURE

Essential
Conversations
That
Transform
Your
Organization

Produced and distributed by



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LETTER FROM JOHN CHRISTENSEN

Dear Colleague,

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

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

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

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

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

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

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



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



BACKGROUND FOR THE CHAMPION

OVERVIEW

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

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

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

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

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

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

—Thomas Carlyle

FISH! CULTURE BENEFITS

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

Business

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

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

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

Interpersonal

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

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

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

“Things do not change; we change.”

—Henry David Thoreau

BACKGROUND FOR THE CHAMPION

WHAT CULTURE DO WE WANT?

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

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

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

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

MEASURING YOUR PROGRESS

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

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

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

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

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

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

How to Measure Results

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

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

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

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

BACKGROUND FOR THE CHAMPION

MAPPING YOUR JOURNEY

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

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

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

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

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

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

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

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

JOURNEY MAP

JAN

Assess the culture with informal questions

Survey Customers

Meet with other department heads to discuss FISH!

Develop recognition program

Incorporate FISH! into new hire program

Link four practices to annual review

Plan launch

FEB

Plan a companywide meeting

Share Customer Survey results

Launch FISH! Culture

Essential Conversation 1

Essential Conversation 2

MAR

Essential Conversation 3

Essential Conversation 4

Reward and recognize

APR

Essential Conversation 5

Essential Conversation 6

Reward and recognize

Celebrate successes

Create a website to share *Make Their Day* moments

MAY

Essential Conversation 7

Essential Conversation 8

Reward and recognize

JUN

Essential Conversation 9

Essential Conversation 10

Reward and recognize

Celebrate successes

COMMUNICATION

RECOGNITION

MEASUREMENT

BACKGROUND FOR THE CHAMPION

FISH! IS AN INVITATION

A manager, after seeing the *FISH!* film for the first time, said, “Just the fact that they would even show us this video means something has changed around here.” He saw it as permission, an invitation, to bring more creativity to his work, to be there for his colleagues, to find ways to make people’s day, to consciously choose his attitude.

FISH! is a philosophy—and a philosophy can’t be forced on people. It’s something you invite people to explore, try out and decide if it’s right for them. If it is, they live it because they believe it.

The moment you offer people the chance to create a better life at work, the moment you say you want to build an environment filled with fun, communication and wholeheartedness—then insist that people create that environment in a controlled or prescribed way, you may create more cynicism than was present before.

A manager we know introduced her team to FISH!, and together they transformed their environment from conflict and pressure to one of respect and support. No one was forced to take part, but many did so because they were inspired by the chance to take ownership of their environment. Upper management was so impressed that they took FISH! companywide. But they tried to force-feed it. What had been an invitation was now an obligation, and what had worked well in one department floundered in others.

Of course, the most important invitation you can make is through your own example. This is especially important for leaders at all levels. Whether you realize it or not, employees look to you to set the tone. The new owner of a car dealership tried to impose The FISH! Philosophy on a workforce that did not yet know or trust him. They resisted. So the owner decided to live the four practices on his own. He built relationships with his employees built on listening, mutual trust and clear accountabilities. As the employees saw him living FISH!, they began to embrace it on their own.

While the owner didn’t force The FISH! Philosophy on anyone, he also made it clear that for him, it was not just the “flavor of the month.” He saw FISH! as a long-term commitment to a way of life. That’s important, because some people may initially decide not to accept your invitation to build a FISH! culture. That’s okay. A small, committed group of people who are living The FISH! Philosophy can have a tremendous influence on others. As others experience what you are creating, they will come to The FISH! Philosophy in their own way and at their own pace.

Accepting an invitation to live The FISH! Philosophy does not change the responsibilities and the tasks we all must do, but it can change the way we choose to do them and the way we choose to treat one another (management included) along the way. Relationships are not often written in an organization’s bottom line, but they are the foundation upon which the bottom line rests.

THE IMPORTANCE OF RECOGNITION

Recognition makes a difference. If a CEO greets a frontline employee by name or if a colleague compliments another's contribution, the culture becomes focused on gratitude and service. But if a CEO or manager walks past an employee without any interaction or acknowledgment, it sends a different message.

There are countless reward and recognition programs in the business world: exceed the sales quota, get a free trip to sunny Puerto Vallarta, learn a new skill and get a bump in pay. Incentives are great, but sometimes, in the absence of trust and sound relationships, they can become “carrot and stick” programs that promote competition rather than cooperation.

Organizations that experience a cultural shift by living FISH! make the conscious choice to celebrate the contributions of everyone involved, noticing even the smallest of contributions along the way. And it's not just something from the top-down (although that's critically important too). It is an individual and group commitment to the practice of Make Their Day.

Powerful Recognition

- It has to be based on something real. Don't recognize someone for doing something you actually think is weak or mediocre.
- You can recognize an “average” activity if you really appreciate your associate doing it, even if it is their job. It feels good to be thanked and noticed.

- Ask people how they like to be recognized. For example, do they want to be praised in public or in private? What's their preference?
- Make recognition part of every day. Include it in casual conversation, formal staff meetings and ongoing reviews.
- Recognition is good at any time, but it is especially meaningful when you give it at the time of the achievement or effort.
- Personalize the recognition. Demonstrate that you understand exactly what the person did and the positive impact it had.
- Build relationships. Studies have shown that we appreciate praise even more when it comes from people we know care about us. At the same time, acknowledging someone we don't know well is always a great way to start the relationship.

BACKGROUND FOR THE CHAMPION

WORKING WITH RESISTANCE

As you guide FISH!, you are likely to meet some resistance and doubt. It's human nature to react to anything new with skepticism or fear. If there is mistrust, talking about building trust is bound to unleash some suspicion. If people have felt burned or disappointed in the past, it's difficult for them not to view the present through that same lens.

You can ignore or discount resistance, but it won't go away; in fact, it will grow stronger. If people are to be free to be wholehearted and committed, they must also be free to express doubt.

Resistance means important conversations are waiting to be completed. It is an opportunity to explore differences and find common ground. Honesty isn't always pleasant, but it's the only path to stronger relationships and a better culture.

Common Reasons for Resistance

Cynicism

In an environment where trust is low, some may see the FISH! practices as a way to manipulate people, as another set of rules wrapped in a fun package. Play, for example, may be viewed as "pretend happiness," as an expectation that you *have* to smile . . . or suffer the consequences.

Status Quo

Some people prefer things to stay as they are. They would rather deal with the problems they know (and can complain about) than the uncertainty of something new, no matter how promising it is. Patience is the key. With time and commitment, eventually FISH! behaviors become the status quo.

Incomplete Understanding

Some people interpret The FISH! Philosophy as obvious and simplistic. If it *were* more obvious, more of us would be doing it. The practices *are* simple; making the commitment to live them every day is what's challenging. The FISH! Philosophy is a new doorway to old wisdom about relationships. It is supported by psychological research and ties into the importance of emotional intelligence.

Need to See the Proof

Some people need to see cultural change to believe it. These people can become the strongest proponents as progress begins to happen. One way to help people recognize progress is a technique called "That's what it is!" Say you've just seen a colleague put one of the FISH! practices into action. You could just smile and move on with your day. Or you could say to yourself, "That's what it is!" Better yet, you could tell the person, "You know how you were just now (with that client, with that coworker)? That's what we're all about! *That's what it is!*"

"That's what it is!" is a memorable way to recognize and celebrate one another. It gets your team in the habit of looking for and calling out actions that are consistent with your values and intentions. It helps clarify what FISH! looks like in your workplace.

Going It Alone

"I don't know how to do it." "What if nobody else does it?" "They won't let me do it." These are

common fears. It takes courage to go it alone. If you're in a frustrating job, you have three choices:

1. You can go somewhere else.
2. You can go through the motions, complaining about people and situations you can't change.
3. You can choose to live in a way that acknowledges the value of your own life and take charge of the only person you can control—YOU!

When you live with integrity, colleagues may wonder what you're doing, but they will also wonder why they feel so good when they're around you. Eventually, through your example and commitment, they may choose to join you.

Listen, Acknowledge, Understand

If you encounter resistance, don't take it personally. You can't change the past, and you may not be able to fix what people perceive to be the problem. But you can understand their position without having to agree with them, and you can listen and acknowledge their concerns. That starts to build trust.

Start the Conversation by Listening

- Ask people what they think and feel.
- Acknowledge the resistance you see in a positive “tell me more” sort of way.
- Let people know they have the right to their feelings—positive, negative, or neutral.

- Invite and permit them to talk it out (if not during the session, in a one-on-one opportunity).

From Complaining to Coaching

Complaining focuses on the past, not productive solutions for the future. Coaching begins in the present and focuses on future actions that will create a better result or process.

As the conversation continues, explore the concept of coaching. Seek feedback from those who are resistant. Ask for *their* ideas on how to make the effort successful. Continually invite their participation.

Engage Them – Explore their concerns, and turn the question back to them. If they complain about something, ask them what they feel the solution would be.

Support Them – Provide opportunities to try new ideas, experiment with the FISH! practices and use the language. Recognize even the smallest efforts.

Coach Each Other – Invite them to coach you. Tell them how you want to show up in your relationships and ask them to let you know when you are living up to your commitment and when you are not. If they are open, offer to coach them.

BACKGROUND FOR THE CHAMPION

Find out how *they* want to show up in their relationships and offer feedback that will help them achieve their goals.

Take Action – Be specific. Agree to one or more actions to be completed in the next week. It is one thing to think about how we want to be, it is another to actually do it.

It's Not About Being Perfect

You don't automatically adopt The FISH! Philosophy and never think about it again. It requires a daily, even moment-to-moment, recommitment. We all have good days and bad days. The issue is whether you pick yourself up and try again. If people know they don't have to be perfect, that it's okay to try new things, to fail sometimes and to try again, they will be more willing to give their hearts and minds to the attempt.

THE O-FISH!-AL WHAT-TO-AVOID CHECKLIST

1. Don't force anyone to engage in FISH! practices. "Have fun or else" is destined for failure. Instead, invite others through your example. When they see your genuine commitment and the effect it has on your life, they'll want to share the same experience.
2. Don't focus on what "they" should do. Focus on what "we" or "I" can do.
3. Don't expect that throwing things (whether it's a stuffed fish or anything else) will solve your problems (although it is fun). Change happens with real conversations, listening and commitment.
4. Don't tell people how to Play. If you trust them enough to run your organization, expand the playing field and explore ways to Play together.
5. Don't downplay or avoid objections, doubts and fears. If you don't acknowledge them, you can't talk about them. If you can't talk about them, nothing will change. Make it safe for people to share their feelings; safety builds trust and trust builds relationships.
6. Don't just show the *FISH!* film once and expect that the energy it inspires will just keep going. As with any living thing, you need to feed the energy—keep talking and doing, succeeding and celebrating, failing and trying again.

*“Never believe that a few caring people can't change the world.
For, indeed, that's all who ever have.”*

—Margaret Mead

“A prudent question is one-half of wisdom.”

—Francis Bacon

FACILITATOR INSTRUCTIONS

OVERVIEW

FISH! Culture consists of 10 Essential Conversations that help your organization explore and personalize The FISH! Philosophy language, tools and practices. There's also a bonus session called A Personal Journey.

Experienced facilitators can scan the following pages and dig in to the conversations starting on page 28. For those who are new to facilitating or want some help, this section includes the following:

1. Prepare—Information on The FISH! Philosophy language and tools. Explanation of what's required ahead of time to effectively conduct your conversation session.
2. Facilitation Tips—The basics of facilitation, making progress easier, through questions and conversation.
3. Format—An overview of the structure of an Essential Conversation session.

As facilitator for an upcoming session, your success will be measured not by your ability to entertain, but by your ability to ask good questions, listen and inspire others to have meaningful conversations in which people decide for themselves and as a team how to apply the practices of The FISH! Philosophy to their work and lives.

NOTE: Over the course of the 10 Essential Conversations, we recommend having several people in the group try their hands at facilitating. It is a great skill to develop and can help build the team. If you decide to invite others to try the role of facilitator, please share the information in this section with them, as well as the Background for the Champion section on pages 5-16.

“Before anything else, preparation is the key to success.”

—Alexander Graham Bell

PREPARE

As facilitator, you are the leader. Participants will look to you to help guide them through the FISH! Culture conversation session, but you are not expected to be an expert. Your job is to know how to spark conversation, keep it going and help determine the next steps.

Pre-work

Think about the ideas you'll be exploring. At least one week in advance:

1. Gather all your materials—Facilitator Guide, DVD, Audio Companion CD, FISH! Culture Personal Workbook and FISH! Gear.
2. Read the facilitator dialogue scripts thoroughly. They are shaded in purple boxes. It's always more effective to use your own words, but these scripts will guide you as you practice for your sessions.
3. Watch the segment(s) from the DVD at least twice—several times if your schedule allows.

Also, check out Other Resources on the DVD. It includes short videos featuring John Christensen, creator of The FISH! Philosophy, discussing why FISH! works best as an invitation and why FISH! is a journey, not a one-time event. John also tells the story of how he encountered the fish market and decided to make the film.

You will also find a video called *FISH! In Your Organization*, in which ChartHouse Learning experts explain, based on their experience, what

works with FISH!—and what doesn't. We've also included PowerPoint® slides of the four FISH! practices. Feel free to integrate any of these tools into your presentations.

4. For more ideas and even deeper understanding, listen to the Audio Companion CD. It takes about an hour and covers everything from the basics of The FISH! Philosophy to ideas for leading your first session.

NOTE: There are many great resources related to The FISH! Philosophy. Watch the films. Read the books. Visit www.fishphilosophy.com.

5. Review the FISH! Culture Personal Workbook. Each participant should have their own individual workbook. If you rotate facilitators, you will also be a participant and need your own personal workbook. The workbook matches the Facilitator's Guide (but without all the facilitator information), making it easy to refer people to the appropriate sections.

Plan

Consider the time you have available, the size and type of room you'll be meeting in and what the theme of the session is about.

Make notes about how you plan to start the meeting, how much time you'll spend on each segment and indicate the questions you think will get the most response.

FISH! CULTURE FACILITATOR INSTRUCTIONS

Consider: While The FISH! Philosophy isn't about throwing things (but rather, throwing yourself into your work), many organizations have fun and encourage participation by:

- Throwing a stuffed Pete the Perch to each person who participates by speaking up, volunteering, taking notes, etc. Pete has the four practices on the label to reinforce your conversation.
- Giving FISH! pens, magnets, lapel pins, or even shirts and hats to participants as recognition. To purchase these items, visit our website at www.fishphilosophy.com.

Make sure that any communication that needs to go to participants has been taken care of. Jazz up your invitation, have some fun with it and create some anticipation about the event.

Final Details

Be sure you know how to operate the video or audio equipment. Confirm logistical details (flip charts, markers, TV or projector, refreshments, etc.) and rehearse your role in the session.

Arrive early and create an atmosphere conducive to learning and sharing. Here are a few ideas:

- Arrange the room for groups of six to eight people. This will add to the intimacy and sense of community. It will also help when it's time to work in small groups.
- Play energetic music as people arrive.

- To engage people while they wait, use a scrolling PowerPoint® with inspirational quotes, quips, or pictures relating to one of the FISH! practices.
- Use nametags. Try fun variations, such as hanging the nametags on a clothesline in front of the room.
- Greet people by name as they enter. This is not only a great personal touch, but an example of Be There.

During the Session

As much as possible, speak from the heart. The dialogue scripts are there to support you, but your own words will have more impact. During discussions, don't worry about participants who don't speak. Sometimes it is silence that gives them the time to think and the courage to contribute.

When we review the conversation format on page 24, you'll find more specific direction on the conversations themselves.

Follow-Up

After each conversation, thank everyone for participating, communicate decisions made during the session and remind everyone about the needs and time for the next get-together.

Reflect on your session. If it went well, celebrate. If there were elements that could have been better (there always are), consider ways to improve. Get feedback from others. If you are rotating facilitators, help the next facilitator by sharing your experience.

FACILITATION TIPS

NOTE: If you are new to facilitation, the following will help you guide your group more effectively. For experienced facilitators, much of this will be review, but you may find helpful hints as well.

To be an effective facilitator, you do not need to be an expert in the topic of the conversation, but you do need to know what you're hoping to accomplish. Think of yourself as an explorer leading a team to a goal: You may not know the exact route to get there, but if you keep everyone safe and work together, eventually you will find your way.

Characteristics of an Effective Facilitator

Listens

Once a question is asked, let the group respond. Listen both to the answers being shared as well as the tone of the room. If the conversation has energy, let it continue. If it is waning, move on to the next idea.

Leads by example

If you model the four FISH! practices, you will create a more effective conversational environment.

Honesty

This does not mean being rude or tactless, but it does require being open and willing to ask and answer difficult questions.

Sincerely committed to others

Value the contributions and potential of every person.

Prepared and comfortable

If you are ready for the conversation, your sense of ease will rub off on others.

Open to all points of view

By encouraging other points of view, you establish a more open and trusting environment.

Patient and task oriented

Do not rush. Give others time to think, react and reflect, but be aware of time and the goal of the gathering.

Techniques of an Effective Facilitator

Prepare

Educate yourself on the subject and the format. Review the materials and prepare the room ahead of time.

Be focused on the goal

If the conversation gets off track, ask a question to bring it back. If the side issues that are being raised have energy, ask the group to decide if they want to deal with those issues now or set another time to tackle them.

Sit in a circle

Research confirms that having everyone facing one another, sitting in similar-sized chairs, fosters more equality and comfort within the group.

FACILITATOR INSTRUCTIONS

Encourage participation

Look for opportunities to say “great idea” or “thanks for sharing.” When someone offers a brief answer, encourage him or her by saying, “Tell us more about that.” Publicly encourage and honor everyone’s contributions and differences.

Show respect

Do not allow interruptions. If someone interrupts, politely remind the group that we need to allow each person the opportunity to finish their thoughts.

Be in control but don’t take control

Deal with disruptive behaviors. Remain neutral. The outcome is for the group to decide, not you!

Trust the group and be patient for them to work it out

Don’t intervene too soon. Sometimes it is hard to allow silence, but often that silence gives people time to think and decide how they feel about the issue.

FACILITATOR INSTRUCTIONS

CONVERSATION FORMAT

Each of the Essential Conversations follows a consistent format. (Note: Conversation 1, because it is the kick-off, is a little different. Specific directions are on page 28.) Review the table at the bottom of the page to see what each conversation includes.

Time Frame/Length

Plan for an hour per conversation. If your organization is able to provide more time, consider adding food to the experience.

Some groups have FISH! Culture conversations once a week, every two weeks, or monthly. The important thing is to find the pace that works for your team. Be cautious of allowing too much time between conversations, as there is a momentum

you can build as a group by getting together regularly. Some conversations may stretch over two gatherings, or the group may want to revisit an idea after completing other conversations. The important thing is to keep the dialogue going.

Facilitator Dialogue Scripts

To help each facilitator have a clear idea of what to say, you'll see short sections shaded in purple boxes. These facilitator dialogue scripts can be read word for word or paraphrased. Each facilitator is welcome to use different or additional language to explain things and move the conversation along. We offer this guide to make it easier for anyone to facilitate, no matter what level of experience.

SESSION OUTLINE

FISH! Wisdom—*Read in advance*

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Review learning from previous conversation*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

*“The true spirit of conversation consists in building on another
[person’s] observation, not overturning it.”*

—Edward G. Bulwer-Lytton

THE FISH! PHILOSOPHY

ESSENTIAL CONVERSATION 1: THE FISH! PHILOSOPHY

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

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

Build Some Buzz: Invite Everyone to the Kick-Off

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

A few ideas...

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

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

Hand out Personal Workbooks

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

SESSION OUTLINE

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

APPROXIMATE TIME

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

WELCOME/INTRODUCTION

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

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

Ice Breaker Tip

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

Introducing FISH!

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

Option 1:

Tell how The FISH! Philosophy came to be.

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

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

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

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

crowd cheered every spectacular catch. Employees and customers laughed and smiled with one another, and the cash registers rang constantly. The market was crowded and noisy, with constant distractions, but when a fishmonger served a customer, it was as if they were the only two people in the place.

John watched the fishmongers for more than an hour, hypnotized. At the same time he noticed that the actual work of selling fish was cold, smelly and exhausting. What made this place so energetic, so alive?

Then John remembered an idea he had heard from author David Whyte: We spend more of our waking hours at work than we do with our family or friends. Yet sometimes we leave the best parts of ourselves—our passion, energy and creativity—at home. If we can't bring all of ourselves to work, we're saying it's okay to be unhappy, bored or resigned for a big part of our lives.

John saw the fish market as a model to illustrate his belief that any workplace can be more alive. He brought his cameras to the market and created *FISH!*, the film you're about to see. In the film, John and his team identified four simple practices that anyone can apply to their work and their life. Together, these practices are called The FISH! Philosophy.

These practices aren't new. They're things we're probably already doing. But they're easy to forget when we get busy or stressed. The FISH! Philosophy gives us a language to talk about how

we want to treat one another, and to keep these things in the front of our minds every day.

As you watch *FISH!*, ask yourself, “What do these practices have to do with us? What difference might they make for us?”

Option 2:

Tell your own *FISH!* story. It could be about a time you encountered someone who was living The FISH! Philosophy (whether they called it that or not). It will help inspire others if you convey what you got out of this experience. The more personal your story, the more others will see that The FISH! Philosophy is not just another “flavor of the month” program. Below is an example of such a story; feel free to use it instead of your own story, if you wish.

One thing all of us have in common is that we all spend a major portion of our lives at work. If our workplace is not everything it can be, a large part of our lives is not everything it can be. And that's why we're here today.

I want to tell you a quick story about a set of ideas that's made a difference in the way I think about my work and my life. It's called The FISH! Philosophy.

A couple was walking the streets looking for a place to eat. All the outdoor restaurants looked the same. As they were considering their options, a waiter in a pressed white shirt, tie and black vest came out from behind a fence and asked, “Hi there. Where are you from?”

They answered, “We’re from Minneapolis,” and chatted a bit with the waiter. As they started to walk away, they realized that the waiter had been the only person to take an interest them, so they might as well try his restaurant. Plus the place was relatively empty, so they figured they’d get served quickly.

The waiter treated them like royalty and invited others who passed by to join his “friends from Minnesota.” Soon the restaurant was full of people laughing and talking to the patrons at the table next to them.

As the couple was getting ready to leave, they asked the waiter why he had taken such an interest in them. He grinned and said, “ I see people walk by every day, and no one talks to them. It seems we’d all be happier if we took a genuine interest in one another. That’s why I love what I do. I get to make friends all day long. I have fun and our restaurant does well too.” The couple thanked the waiter, asked his name and promised to stop in again soon. They knew when they did, he would remember them—and that felt good.

All the waiter did for the couple was smile and greet them, pay attention to their needs, ask questions and listen attentively. Nothing too complicated. Pretty simple, actually. But through his efforts, he created a fulfilling experience for each of his customers—and for himself. He was living The FISH! Philosophy.

This story is an example of what can happen with “external” customers. But we can make this kind

of difference with one another, too. Imagine what could happen if our workplace had even more energy and fun, respect and support. Our lives would be more satisfying. And if we feel that way, I have a feeling we’ll work together better as a team, and serve our customers better too.

I know that none of this is new, and that we are already doing some of these things for one another. But they are also easy to forget when we get busy or stressed. The film we’re about to see has four simple ideas. These ideas—which are known as The FISH! Philosophy—give us a language to talk about how we want to treat one another, and to keep these things in the front of our minds every day.

As you watch the film, ask yourself, “What do these ideas have to do with us? What difference might they make for us?”

VIDEO

To show the *FISH!* film, go to the main menu on your FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 1: THE FISH! PHILOSOPHY**

CONVERSATION

Once the film has ended, you will begin the first essential conversation.

Ask: Who can name all four of the FISH! practices? (This is a great place to start throwing stuffed fish as a reinforcement for participation.)

Now that we've named the FISH! practices, let's talk about the ideas in the film we just watched.

Choose one or two questions from the Conversation Starters below (it's best to select them before the session) to get the discussion started.

Conversation Starters

1. What scene did you like the most? Why?
2. What do you think makes the fish market so successful?
3. One of the fishmongers described the market's vision as "World Famous." What did they do differently because of that vision?
4. What do you think our vision for our culture should be? (We're not deciding today, just starting a conversation.)

5. What do they have at the fish market that you would like at work? How can we get more of that in our workplace?

We Can't Throw Anything!

It may come up before you get into your conversation, during or after . . . but it often comes up. Someone will raise their hand and say something like this: "Great video. I love what they do at Pike Place Fish, but we can't throw fish here. How does this apply to us?"

Your response:

If you think about it, The FISH! Philosophy is not about throwing anything—except for how we choose to throw ourselves into our work, and our relationships with one another, our customers and the people we meet during the day.

If no one asks this question, bring it up yourself; you know some people are thinking it.

EXPERIENCE IT

“Experience It” will last about 25 minutes for this first session. In subsequent sessions, this segment will be much shorter. You will be determining specific action steps to make the FISH! practices real in your organization.

Hang four pieces of flip chart paper around the room. Label each with one of the following: Be There Actions, Play Actions, Make Their Day Actions and Choose Your Attitude Actions. Be prepared with extra sheets of chart paper and a marker for each group. Divide into four smaller groups and have each group focus on one practice.

The way to bring our vision of our workplace into reality is to experience the practices firsthand. We are going to decide what that will look like for us. In small groups we’re going to brainstorm actions we might take that relate to each practice. I am going to divide you into four groups and then give you directions.

Count off by fours, and assign each group to one of the flip charts.

In your group, each person will be responsible to write their own ideas on the flip chart. You will have five minutes to come up with as many ideas as you can—anything goes at this point.

After five minutes, ring your bell or make a buzzer sound and say:

We are going to push ourselves a little further to come up with more ideas. Each group will rotate to a new practice.

Rotate the groups (if space is tight, just move the flip charts among the groups).

For the next three minutes, see what you can do to add ideas to the list on your new chart.

Repeat the process two more times so everyone contributes to all four practices.

Group Conversation

Have a volunteer read the ideas from each flip chart (toss a prize to each volunteer to encourage participation). To prompt discussion, ask the group:

1. What benefits might we experience if we consistently live these practices here?
2. Which of these ideas can we start doing right now? As a group, we are going to choose two ideas to start doing between now and our next get-together. If there are others you want to try on your own, go for it. Which ideas seem most useful or interesting?

If the group seems to have consensus, great. If not, go through the ideas and narrow the choices until you find the action items the group believes it can begin to apply right away.

Ask for a volunteer to collect the flip chart paper, create a list of all the ideas that were generated and distribute them to the entire group in a day or two (email is fine). Highlight the actions the group thinks it can start doing right away.

The list will be a reference throughout your FISH! Culture journey. Revisit these items as you continue to gather together.

CLOSE

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 16 of your Personal Workbook before the next session. It should take only a minute or two to read, but will give you some helpful background for our next conversation.
3. Record your Reflections—examples of what you noticed or practiced—on page 14 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Be There Conversation Starters on page 18 and email me the top two or three questions you'd like to discuss at our next conversation.

Thank you for the conversation today. Today is just the first step on our journey. The FISH! Philosophy will live only if we keep talking about it, thinking about it and doing it. But if we do, I believe it can help us can make a difference for one another.

BE THERE

ESSENTIAL CONVERSATION 2: BE THERE

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

To Be There for another person has a powerful effect. Think about how good it feels when someone gives you their undivided attention, focusing on *your* needs. Now think about how discouraging it feels to be with someone who is mentally a million miles away; they constantly look over your shoulder, check their watch, or interrupt you to answer their cell phone.

People don't need you *all* the time, but when they do, they need all of you.

For many people, Be There starts with how you listen. It means actually looking at people and shutting out distractions (especially all of the technological devices vying for our attention). Nobody's perfect, of course; sometimes you have to catch yourself when you *aren't* present and bring yourself back, over and over if necessary.

Sometimes Be There requires setting important tasks aside temporarily for people who need you *now*. It means being aware of the cues that tell you a colleague is hurting and just needs a kind word or a sympathetic ear.

When you are truly present, you see possibilities you never saw before. For example, imagine you are working at a doctor's office. A woman with a crying child walks through your door. You could be physically present by smiling and being patient with the woman as she checks in.

Or you might also glance at her chart and see that the harried woman is Mrs. Johnson with her three-year-old son Trey—and it looks like she could use a break. You might come from behind your desk and greet Mrs. Johnson by name. Perhaps you would get down on one knee to tell

Trey about the treasure chest in the corner, and take him there so he can pick out a toy. You might grab a water or juice out of the small refrigerator next to your desk—put there just for these kinds of situations—and offer it to Mrs. Johnson.

The act of being there shows people that you respect and honor them. It builds and strengthens relationships.

WELCOME/INTRODUCTION

In this session, you'll work with the first of the four FISH! practices—Be There.

Welcome back to FISH! Culture, and thank you for coming. Last session we experienced the *FISH!* film together. Some of you saw it for the first time. Others have seen it before. Either way, it launched our conversation about creating the workplace we'd all love to create. Today we're going to focus on the FISH! practice Be There.

Ice Breaker Tip

Ask for two people to share their best customer or employee interactions of the week. Since these are likely to have some connection to Be There, you can refer back to these stories later during the conversation.

REFLECTION

Last time we met, we brainstormed how to incorporate each of the four practices into our workplace. We committed to putting some of these ideas into action. Please turn to page 14, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

VIDEO

This session has two separate videos. You'll show *Be There* in a few moments, and you'll be prompted to play the other video a little later.

To find *Be There*, go to the main menu of FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 2: BE THERE**

You will see *Be There* and *Leo's Story*. Click on:

- **BE THERE**

I hope you've all had a chance to read this week's FISH! Wisdom (page 16 in your Personal Workbook).

Today, as we discuss *Be There*, think about why this practice is the first step on our FISH! journey. Ask yourself, "How does *Be There* impact our relationships with our customers and coworkers?"

Now let's hear from John Christensen, creator of The FISH! Philosophy, as he introduces *Be There* from the *FISH!* film. (We'll also hear from John during three of our upcoming conversations, introducing the other FISH! practices.)

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what is *Be There* all about?

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

Conversation Starters

1. What are some of the ways we practice *Be There* for one another (or clients) already?
2. How else can we *Be There* for our customers, our coworkers, ourselves?
3. Who has a story of when someone was there for you when you needed him or her? What did

they do to *Be There*? How did it make you feel? How did it impact your life?

4. Dickie, one of the fishmongers, says when you get distracted, you have to "bring yourself back to being present." What are some things you do to bring yourself back to the present?
5. What gets in the way of us being there for one another at work?

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

When we really make the effort to *Be There*, it not only can change others' lives, it can change our own.

VIDEO

To find *Leo's Story*, go to the main menu of FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 2: BE THERE**

You will see *Be There* and *Leo's Story*. Click on:

- **LEO'S STORY**

This week, before we break into small groups, we're going to watch a second video called *Leo's Story* about a medical professional who practiced Be There for a dying patient.

CONVERSATION

To give all of us a chance to have a little deeper conversation, let's break into groups of no more than three or four people.

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

With your group, take 10-15 minutes to discuss the questions starting on page 20 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. What feeling do you get from being there for someone? What feeling do you get when someone is there for you?
2. When Leo played the clarinet for a confused patient, he took action on a "little moment" and made a big difference. What are some little moments where you make a big difference by being there?
3. Leo took a risk by playing the clarinet for his patient. What do you think made it safe for him to take that risk?
4. Olya covered for Leo's other patients so he could Be There for the conductor. What can we do to help each other when one of us needs to Be There for a customer or coworker?
5. Dickie says it's important to "be with the people from moment to moment." How is that different from regular listening?

Business Strategy Questions

1. Dickie says of the people who walk by the market, “They are future shoppers. If they are not buying now, they will buy later.” What impact would that kind of outlook have on your bottom line?
2. If you were committed to being there, how would you handle complaints from your customers?
3. What opportunities does Be There create? What opportunities might we miss if we are not being there?
4. How might Be There help us be more productive?

Deeper Questions

1. What causes you to get frustrated, lose patience, or not care about being there as much as you know you should? What might prevent or change that?
2. How do we acknowledge others who practice Be There?
3. Who *doesn't* get your full attention? Why? What do they get from you? How might that affect your relationship with that person?
4. When do you tend to “check out” on people? If you were committed to being there for others, what would you have to give up?

5. How can you tell when someone is really being there for you? What do you need to do to be that for others?
6. What values are communicated when someone is really being there for you? What can we do as an organization to better communicate those values?
7. Knowing you lead by example, what are others learning about Be There from you?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

It's time to regroup and share what we've learned. If you have a good conversation going, please continue later. Let's go around the room and ask someone from each group to summarize what you talked about.

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Be There—Action Items” at the top of the flip chart paper.

Thanks to everyone who contributed to these meaningful and sometimes challenging conversations. Now, let’s bring this experience alive by incorporating Be There into our daily lives.

As a group, we’re going to brainstorm and then choose some things we will start doing before our next session. To get the ball rolling, there are some Action Ideas in your Personal Workbook at the end of this section. Use those ideas to help trigger some specific things we can do here in our organization.

What are action steps we can each start doing right away?

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas

- Make a conscious effort to notice when you are not being present.
- Slow down and focus on right now.
- Shut out distractions when someone is talking with you.
- Suspend the judgment voice in your head and wait until someone has finished speaking to form your response.
- Practice just “being with” people as you would be with a friend, allowing them to be exactly where they are rather than wanting to fix or change something about them.
- Solicit feedback and, when you receive it, be open, trusting and thankful.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 27.

Next time we’ll start our session talking about your experiences with Be There. Be prepared to share your experiences when we meet again. Your Personal Workbook is your place to jot down your thoughts and observations. Keep it near you so you can record what you do and what you experience.

CLOSE

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 30 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 28 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Play Conversation Starters on page 32 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, keep in mind the four practices. Be There means, in part, to be respectful. Ask permission to share your insights and if it is the right time to do so. And, if someone asks your permission to offer you feedback, view the feedback as a gift and thank them for the opportunity to engage in the conversation. Trust that the feedback is an opportunity to reinforce actions that will bring our workplace alive.

Thank you for being here today, and I look forward to seeing you next time.

“When you’re present with people, you look right at ’em. Just like when you’re being with your best friend.

You’re there, you’re there.”

—Shawn, fishmonger

PLAY

ESSENTIAL CONVERSATION 3: PLAY

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

People who watch *FISH!* are quickly drawn to the playful atmosphere of the fish market. That's not surprising: Psychologists say fun is a basic human need, right up there with the need to be loved and having a sense of control over one's life.

Yet the fun that people crave is also what organizations fear the most. We've been taught that if you're *playing*, you can't possibly be *working*.

Even when organizations acknowledge the need for fun, they may separate it from work—as in Fun Fridays or Crazy Hat Day. Don't get us wrong: Any activity that brings colleagues together for camaraderie and fun is a good thing, but limiting fun to a specific time slot sends the message that the rest of work *isn't* fun. Play is reduced to the role of an antacid.

Play is more than an activity. It's an attitude, a *spirit* you can bring to *everything* you do, whether it's golf or a budget meeting.

A playful workplace is one where employees are free to engage customers, not by being stiff or scripted, but in a way that is lighthearted, friendly, helpful, spontaneous and always ready to serve. In a playful workplace, people are free to laugh out loud even as they work furiously to finish a project. In a playful workplace, it's safe to "play" with an idea, to try something new that might help the business.

Benjamin Franklin said, "We do not stop playing because we grow old, we grow old because we stop playing." Play is hard work you love to do.

WELCOME/INTRODUCTION

In this session, you'll work with the second of the four FISH! practices—Play.

Welcome back to FISH! Culture, and thank you for coming. Today we're going to talk about Play. What it is, why it matters and how we can make it more a part of our organization.

Ice Breaker Tip

Ask for a couple of volunteers to talk about a time when they went shopping or out to eat and had a great experience. Encourage them to explain what made it fun and what they think the connection is between their experience and the FISH! practice Play.

REFLECTION

Last time we met, we brainstormed ways to Be There. We committed to putting these ideas into action. Please turn to page 28, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

After a few minutes of discussion, say:

Thank you to everyone who started using Be There both at work and at home. Today, we're going to focus on Play.

VIDEO

To show the *Play* video, go to the main menu on your FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 3: PLAY**

I hope you've all had a chance to read this week's FISH! Wisdom (page 30 in your Personal Workbook).

Today, as we discuss *Play*, think about what this practice means. How can it improve our workplace, and how each of us experiences our work?

Now let's hear from John Christensen, creator of *The FISH! Philosophy*, as he introduces *Play* from the *FISH!* film.

“I think most of our success has come to us because we’re playing.”

—Johnny, owner, Pike Place Fish Market

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what is Play all about?

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

Conversation Starters

1. What are we doing that is already Play?
2. What difference do you notice in yourself when you are playful at work?
3. What is the difference between an environment that's safe for Play vs. one that isn't?
4. Why might people not want to Play?
5. Who is someone in your life who is really playful? How does being around them impact you?

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

Making Play an important part of our culture could really improve our environment, but it has to make sense for us.

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

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

With your group, take 10-15 minutes to discuss the questions starting on page 34 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. What fears or concerns do you have about Play in our organization? Why?
2. If there were no constraints—and maybe there aren't—what would you do to have more fun at work? What effect would that have on you?
3. What regular work tasks could we do in a more playful way? What impact might that have on us and on the people we serve?
4. Let's come up with 10 ways we can Play in our workplace.

Business Strategy Questions

1. What impression would it make on our customers if they experienced Play with us? How much more likely would they be to return?
2. Johnny says, “Most of our success has come to us because we are playing.” How do you think Play has contributed to the success of Pike Place Fish Market?
3. How much do you trust others to recognize appropriate levels of practicing Play (having fun, yet remaining professional)?
4. Take one routine part of your workday (opening the shop, greeting customers, stocking materials) and ask, “What could we do to make that experience more Play-filled?”

Deeper Questions

1. On a scale of 1 to 5, 5 being “A Lot,” how fun is work these days?
2. What holds you back from being more Play-ful at work?
3. Think about the aspects of your work you resist, avoid or dislike. Why is that the case? Be specific. Once you identify the issue, ask, “How might Play make that better?”
4. Knowing you lead by example, how are you inspiring people to practice Play in their own unique way? How might you be inhibiting it? How could you find out if you are inhibiting Play?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let’s get back together for a few minutes. If you have a good conversation going, please continue later. We’re going to go around and hear what your group discovered about Play. Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Play—Action Items” at the top of the flip chart paper.

Thank you, everyone. I think it would be great if we could Play more. Let’s bring this experience alive by making Play more a part of our work life.

As a group, we’re going to brainstorm five or six things we might do to practice Play. Then, we’ll choose two to start doing before our next session. To get the ball rolling there are some Action Ideas in your Personal Workbook at the end of this section. Use those ideas to help trigger some specific things we can do here in our organization.

What are action steps we can each start doing right away?

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- Host a Playstorm (a brainstorm session with only two rules: lots of ideas and the crazier the better) on this question, “How can we Play more at work?” Look at the ideas, and then choose one and make it happen.
- Find the humor in it. When you can laugh at yourself, you give others permission to be human too. And, of course, use humor to elevate other people, not to criticize or humiliate them.
- Don’t be afraid to improvise—and encourage others to do the same. Experimentation is how new things get created.
- Get curious. Define what curiosity means to your group, how it can be encouraged and what you can do to promote curiosity.
- Start a “Play of the Week” (like the sports news) highlighting playful or creative things that members of your team are doing.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 41.

Next time we’ll start our session talking about our experiences with Play. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 44 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 42 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Play, Trust & Creativity Conversation Starters on page 46 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, keep in mind all four practices and how they all go together. When we Play, if we are thinking about Be There, Make Their Day and Choose Your Attitude, then we can't go wrong.

Thank you for being here today, and I look forward to seeing you next time.

*“There’s a million different ways of playing.
It doesn’t have to be throwing a fish.”*

—JP, fishmonger

PLAY, TRUST & CREATIVITY

ESSENTIAL CONVERSATION 4: PLAY, TRUST & CREATIVITY

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

A playful environment leads to creativity. And creativity depends upon trust.

Years ago, when the fishmongers made a sale, they had to walk 15 steps around the counter to get the fish and 15 steps back to ring up the purchase. One day, tired of walking all day, Johnny, the owner, decided to try something different. He threw some clams over the counter to another fishmonger. Eureka! A more efficient delivery method was created. Eventually the fishmongers started throwing fish too.

Plato said, “Necessity is the mother of invention.” That’s certainly true of the throwing you see in the FISH! video. It was an act of pure creativity, borne of frustration and, as you’ll hear Johnny admit with a laugh, “laziness.” It reduced the monotony in their work and—surprise!—customers loved it.

Through his leadership, Johnny made it safe for the fishmongers to play. He trusted that they would keep the interests of the market and its customers their priority; that allowed them to explore and experiment, to make mistakes and learn from them. His trust fed their enthusiasm and commitment.

Trust leads to the confidence that promotes creativity. It’s fun trying to solve problems or find a better way when you know you will not be criticized, ridiculed or punished for it.

Human beings are wired to be creative. Organizations that encourage creativity get more from their employees than those that suppress it. As one worker said, “They hired my hands. They could have had my brain for free.”

WELCOME/INTRODUCTION

This session is an extension of the conversation about Play. Today's focus is on Trust and Creativity.

Welcome back to FISH! Culture and thank you for coming. Today, we're going to explore the idea of Play a little deeper by focusing on the connection between Trust and Creativity.

Ice Breaker Tip

Ask for a couple of volunteers to talk about when they are most creative. What happens that gets them going, and how does it feel? Encourage them to be specific and connect that creativity to what is or is not happening in the workplace.

REFLECTION

Last time we met, we brainstormed ways to Play. We committed to putting these ideas into action. Please turn to page 42, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

After a few minutes of discussion, say:

Thank you to everyone who experimented with Play at work and at home. Today, we're going to expand Play by focusing on Trust and Creativity.

VIDEO

To show the *Play, Trust & Creativity* video, go to the main menu on your FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 4: PLAY, TRUST & CREATIVITY**

I hope you've all had a chance to read this week's FISH! Wisdom (page 44 in your Personal Workbook).

As you watch the video *Play, Trust & Creativity*, think about why this practice matters. Ask yourself, "Why is trust such an important part of Play, and how does it lead to creativity? How well do we trust one another as a group or as individuals? How can we improve?" When the video is over, we'll talk about it and come up with our plan.

"We look at it like this: If you try it and it works, fabulous! If it doesn't work, we say, 'Okay, what did we learn from this?'"

—Mary Hogan, Sprint

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, why is trust so important?

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

Conversation Starters

1. What do playfulness and creativity have in common?
2. Small children are naturally playful, curious and full of wonder as they interact with the world. What do you think happens that diminishes those qualities in adults?
3. Can anyone be creative? What does it take to be creative?
4. Tim says being creative means not being “afraid to put yourself out there.” What effect does fear at work have on creativity?

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

It’s one thing to say that we could be more creative if we had more trust. It is another to actually create a culture based on trust.

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

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

With your group, take 10-15 minutes to discuss the questions starting on page 48 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. When do you feel most creative? What kind of environment makes it easier for you to be creative?
2. How safe do you feel to share and try new ideas at work? Rate this on a scale of 1 to 5, 5 being Very Safe. Why do you feel that way?
3. What can you do to foster trust among team members and support their decision to risk showing creativity?
4. Justin says, “We make it fun by being crazy and doing little things and having fun with the customers, and in turn, they’re having fun back with us. And we’re just people, man, we’re not fake.” There’s a sense of freedom to be yourself at the fish market. What creates that freedom?

Business Strategy Questions

1. How can you demonstrate trust with employees in a way that encourages them to be more creative?
2. What “mistakes” can’t you afford? To what degree do trust and creative play reduce the risks of unaffordable mistakes?
3. What do the people you serve, internally or externally, experience if the workplace culture is built on trust?
4. What gets in the way of increasing trust in your workplace?
5. What does management need to communicate to show that they support Play?

Deeper Questions

1. How well do we demonstrate trust in our workplace? What do I do to show my team members that I trust them?
2. What qualities do Play and professionalism have in common? How do you develop professional standards that allow for Play?
3. Think of someone who is uncomfortable with the idea of Play at work. What might you do to help them be more comfortable with Play, in a way that is safe for both of you?
4. How do you usually react when others make mistakes? What effect do you think this has on their willingness to try new approaches?

After 10 minutes have passed, have each pair get together with another pair to form a group of four. Suggest:

In your group of four, take the next five minutes to come up with a few things we can do to improve trust within our organization. Remember, this is a brainstorm, so no idea is too outrageous. When we get together, we’ll talk about these ideas and decide on our plan.

Group Sharing

Our five minutes are up. If you have not finished, that’s okay. We can continue these conversations anytime we choose.

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Play, Trust & Creativity—Action Items” at the top of the flip chart paper.

Let’s take a few minutes to hear what everyone has to contribute. Since we’re talking about Play, Trust & Creativity, it should be okay to laugh, but we also want to respect people’s ideas, so let’s enjoy the ideas and see how each might benefit us.

Have each group share. Write the ideas on your flip chart paper.

If the group needs more ideas, refer everyone to page 54 for Action Ideas and add some to the list.

Action Ideas (from Personal Workbook)

- Trying something new doesn’t have to be complicated—just off the beaten path. If you are a nurse, it could be administering medication with a cocktail umbrella in the glass of water. If you are a receptionist, it could be greeting clients by name at the door.
- Encourage coworkers to try new things.
- If you feel that a coworker or supervisor may not trust you, take time to build your relationship by getting to know the person better.
- Start a conversation with a supervisor or coworker with whom you normally do not interact.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 55.

Next time we’ll start our session talking about our experiences with Play, Trust & Creativity. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. I hope it will help us all develop more trust so we can become more creative. Let's give our best and see what kind of a difference we can make in one another's lives.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 58 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 56 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Make Their Day Conversation Starters on page 60 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, remember that Play depends on the other three practices, so Be There, Make Their Day and Choose Your Attitude for one another and we'll make a real difference.

Thank you for being here today, and I look forward to seeing you next time.

“The T-word. Trust. It's key, it's key.”

—Mary Hogan, Sprint

MAKE THEIR DAY

ESSENTIAL CONVERSATION 5:
MAKE THEIR DAY

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

It was December 23, and an exhausted businessman was hurrying through the mall, balancing several odd-sized gift boxes. As he passed by a clothing store for teenage girls, one of its employees, smiling perkily, stopped him. The man felt his anger rising. He was tired. He was late. And this cheery teeny-bopper was going to try to sell him something he did not want.

The girl said, “Would you like a big bag to put your items in?”

Not really listening, he snapped, “Can’t you see I have my hands full?”

“Yes,” she answered, unfazed. “I thought a big bag might help.”

The man stopped suddenly, his frown dissolving. “Thank you. Actually, that would be great.” She

produced two large bags, helped him neatly tuck his boxes inside and wished him a happy holiday. The man thanked her and departed. She had made his day.

How often does something like this happen to you when you’re at home, at work, while you’re shopping? More importantly, how often do you do something nice simply because you can? What might the impact be if we all made it our intention to Make Their Day—not just for our customers, but for our coworkers, loved ones *and* ourselves?

Make Their Day can be a big production like a surprise romantic dinner for your significant other, but more often it is as simple as holding the door or taking the time to let someone know he or she matters.

The power of Make Their Day comes from awareness, authenticity and action. If you know your coworker's husband is home with the flu (awareness), you can bring homemade chicken soup (action), a little piece of you, from your heart (authenticity). But if you don't even know that your coworker is married, the opportunity

never presents itself. That's why Make Their Day often starts with Be There.

Make Their Day requires effort, but when practiced wholeheartedly, it feels so good that it produces more energy than it consumes.

WELCOME/INTRODUCTION

In this session, you will work with the third of the FISH! practices—Make Their Day.

Welcome back to FISH! Culture, and thank you for coming. Today, we're going to talk about Make Their Day. What it is, why it matters and how we can make it more a part of our organization.

Ice Breaker Tip

This is a great opportunity to Make Their Day. Prior to the session, quietly find out what each attendee's favorite candy bar is. When they arrive, present them with the snacks. You may be surprised how much people appreciate your thoughtfulness. If you cannot personalize the treats, any special food can serve as a way to demonstrate Make Their Day.

REFLECTION

Last time we met, we brainstormed ways to build trust and foster creativity. We committed to putting these ideas into action. Please turn to page 56, where each of us reflected on the actions we took and the impact they had.

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

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

After a few minutes of discussion, say:

Thank you to everyone who started using Be There both at work and at home. Today, we're going to focus on Make Their Day.

VIDEO

This session has two separate videos. You'll show *Make Their Day* in a few moments, and you'll be prompted to play the other video a little later.

To find *Make Their Day*, go to the main menu of FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 5: MAKE THEIR DAY**

You will see *Make Their Day* and *One Little Fish*. Click on:

- **MAKE THEIR DAY**

I hope you've all had a chance to read this week's FISH! Wisdom (page 58 in your Personal Workbook).

Today, as we discuss *Make Their Day*, think about what this practice means. What does *Make Their Day* look like, and why does it matter to our organization, our customers and to each of us?

Now let's hear from John Christensen, creator of The FISH! Philosophy, as he introduces *Make Their Day* from the *FISH!* film.

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what is *Make Their Day* all about?

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

Conversation Starters

1. Who quietly makes a difference in your workplace by creating *Make Their Day* moments for others? What kinds of things do they do for others?
2. What are some simple things you already do to make someone's day at work? At home?

3. Sammy says it's important to provide "different experiences for different people." Why is that important?

4. How do you know what might make someone's day?

5. When someone makes your day, what do you usually remember about the experience?

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

Make Their Day can be an important part of our culture, but it requires some commitment from each of us.

VIDEO

To find *One Little Fish*, go to the main menu of FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 5: MAKE THEIR DAY**

You will see *Make Their Day* and *One Little Fish*. Click on:

- **ONE LITTLE FISH**

This week, before we break into small groups, we're going to watch a second video called *One Little Fish*. At its core, Make Their Day is about acknowledging and celebrating the value of human beings. As you watch the video, think about how recognizing each other in simple ways helps build a feeling of appreciation, teamwork and community.

CONVERSATION

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

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

With your group, take 10-15 minutes to discuss the questions starting on page 62 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. Leo says a plastic fish is a "kindergarten move, but at the same time, it makes people feel so good to be recognized." What types of recognition are most meaningful to you at work? Which are least meaningful?
2. When Fahima was recognized for cleaning the nurse's lounge, in Shari's words, she understood she was "part of a team." What makes you feel like you are part of a team? How often do you feel part of the team?
3. Shawn says when he realized he was "serving" people, it gave him a "plus" in his life. What are some new ways you can make a positive difference for others you work with and serve? What "plus" would that add to your life? How would you feel differently when you left work at the end of the day?

Business Strategy Questions

1. Think about a time you received extraordinary service. What made it out of the ordinary? What simple things can your team do to deliver extraordinary service?
2. What happens to an individual's motivation to do a good job when they feel appreciated? How would that affect overall productivity?
3. What office politics might get in the way of people's willingness to practice Make Their Day throughout all levels in the organization?

Deeper Questions

1. Think about the people you interact with every day. What do you appreciate about each person, and how can you express that appreciation?
2. How do you show appreciation to others in a way that has special meaning for them?
3. What things get in the way of you making the day of other people? What can you do to move past these obstacles?
4. Who on your team most needs someone to Make Their Day? If you did Make Their Day, how might it affect this person? How might it affect your relationship?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let's get back together for a few minutes. If you have a good conversation going, please continue later. We're going to go around and hear what your group discovered about Make Their Day. Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Make Their Day—Action Items” at the top of the flip chart paper.

Thank you, everyone. Imagine how good it would feel to work here if every day you get to make someone’s day and every day others try to make yours. Let’s bring this experience alive by making Make Their Day more a part of our work life.

Together as a whole group, we’re going to brainstorm ways to Make Their Day. As we talk, think about all the different people we interact with: One another, customers, friends, family, someone who stops in to ask directions. What can we do to Make Their Day?

If you’re having trouble getting started, look at page 68 in your Personal Workbook for some Action Ideas.

Let’s get lots of ideas on the board, then we’ll choose a few to get started.

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- Make Their Day List—Choose three or more people and be sure to Make Their Day this week.
- Create a special welcome for people as they enter your door.

- Celebrate birthdays.
- Keep a Make Their Day stash of treats, balloons and gifts on hand for impromptu and random acts of kindness and recognition.
- Appreciation FISH! Bowl—Get a goldfish bowl and have people write notes (anonymously if they choose) that recognize coworkers for their contributions. Read them aloud at company gatherings.
- Make a “Get to Know You Questionnaire” with playful questions such as “What are you most proud of?” “What’s your favorite ice cream flavor?” Use the form to look for ways to Make Their Day for your coworkers.
- Know any artists, performers, massage therapists? Invite them in one day to share their gifts with your team.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 69.

Next time we'll start our session talking about our experiences with Make Their Day. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. I hope it was energizing and worth your time. We are the ones who will make each other's days. Let's make it fun and see what kind of a difference we can make in each other's lives.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 72 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 70 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Choose Your Attitude Conversation Starters on page 74 and email me the top two or three questions you'd like to discuss at our next conversation.

Don't forget to make your own day. If you are all tapped out, you are less likely to Be There, Play, Make Their Day, or Choose Your Attitude.

Thank you for being here today, and I look forward to seeing you next time.

CHOOSE YOUR ATTITUDE

ESSENTIAL CONVERSATION 6: CHOOSE YOUR ATTITUDE

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

Five minutes into your commute home, traffic slows to a crawl. You shake your head, slamming your hand against the steering wheel. “Why does this happen to me every night?” you mutter to yourself. By the time you reach home, your blood pressure is up 20 points. The rest of the evening is not pleasant—for you or for anyone around you.

Now picture the same situation, but this time you say to yourself, “Sure I’d like to get home, but I knew traffic would be slow this time of day. At least I’m sitting in a comfortable seat with my choice of CDs and radio stations. I’ll just chill out and enjoy the easy ride.”

No matter what the situation—unpleasant people, frustrating situations, having to get up at 6 a.m. like the fishmongers—we can always choose our response. The crucial thing is to be aware that we are choosing.

One of the challenges of Choose Your Attitude is that there is no such thing as the “correct” attitude. There are times when it’s appropriate to be angry or discouraged. Each of us is unique, as is every situation. The key is to be aware that your choice affects everyone around you. Once you are aware of your impact, you can ask yourself, “Is my attitude helping my team or my customers? Is it helping me reach my goals? Is it helping me to be the person I want to be?”

The only thing any of us really control in this world is our choices. When you take responsibility for how you respond to what life throws in your path, you gain tremendous personal power. You control your attitude, not the other way around.

WELCOME/INTRODUCTION

In this session, you'll work with the fourth FISH! practice—Choose Your Attitude.

Welcome back to FISH! Culture, and thank you for coming. Today, we're going to talk about Choose Your Attitude. What it is, why it matters and how we can make it more a part of our organization.

Ice Breaker Tip

Before the session, put up a Giant Attitude Graph on the wall (see example below).

As people enter, encourage them to write their names in the appropriate column. Let them know they should be honest. They can always choose a new attitude later.

GIANT ATTITUDE GRAPH					
Write your name above the attitude that best describes you right at this moment.					
CRABBY	WHATEVER	OKAY	FEELIN' GROOVY	ENTHUSIASTIC	OTHER

REFLECTION

Last time we met, we brainstormed ways to Make Their Day. We committed to putting these ideas into action. Please turn to page 70, where each of us reflected on the actions we took and the impact they had.

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

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

After a few minutes of discussion, say:

Thank you to everyone who is making other's days—at work and at home. Today, we're going to focus on Choose Your Attitude.

VIDEO

To show the *Choose Your Attitude* video, go to the main menu on your FISH! Culture DVD.

Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 6: CHOOSE YOUR ATTITUDE**

I hope you've all had a chance to read this week's FISH! Wisdom (page 72 in your Personal Workbook).

Today, as we discuss *Choose Your Attitude*, think about what this practice means. How can choosing my attitude—really choosing, not just reacting—impact how I experience my life and work?

Now let's hear from John Christensen, creator of *The FISH! Philosophy*, as he introduces *Choose Your Attitude* from the *FISH!* film.

“You gotta choose where you're gonna be as soon as you get outta bed. I do consciously make that choice every day.”

—The Bear, fishmonger

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what is Choose Your Attitude all about?

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

Conversation Starters

1. Is it always possible to Choose Your Attitude—even when something or someone upsets you?
2. Is there ever a situation in which you absolutely can't Choose Your Attitude?
3. Think of a person on your team who always seems to be in control of their attitude. How does that person's attitude affect you? How does it affect your culture?
4. If you were creating the kind of workplace you want to come to every day, what attitudes would be most prevalent?

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

Choose Your Attitude can help us create the kind of environment we all want to work in, but we have to figure out how we're going to do it. We're going to break into groups of three or four to have a little deeper conversation.

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

With your group, take 10-15 minutes to discuss the questions starting on page 76 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. When you are least aware of your attitudes, what are you thinking about? When you are most aware, what are you thinking about?
2. What kinds of things—relationships, values, beliefs—help you to consciously Choose Your Attitude?
3. What are some things that help you turn your attitude around when you notice that it's not what you want?
4. Have you ever chosen an attitude before you got into a potentially tense or difficult situation? How did it help?

Business Strategy Questions

1. What attitudes do your team and organization usually convey to the people you serve?
2. How do you assess the attitude of your team? What are some formal or informal ways to do so?
3. What are the “attitude crushers,” the things that make choosing more difficult? What can you do about those things? If you can’t change them, what can you do?

Deeper Questions

1. When you feel frustrated, how much of that frustration leaks to the team? Invite others to Play with ideas about how you might deal with that frustration.
2. How open are you to honest feedback about your attitude? How might others give you that feedback effectively?
3. When do you feel you don’t have a choice? What choice do you have in that situation?
4. When and to whom are you most likely to complain? What impact does that have on your relationship?
5. Knowing you lead by example, what are others learning from your choice of attitude?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let’s get back together for a few minutes. If you have a good conversation going, please continue later. We’re going to go around and hear what your group discovered about Choose Your Attitude. Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Choose Your Attitude—Action Items” at the top of the flip chart paper.

Choosing your attitude can be really challenging, but the benefits are great. Thanks, everyone, for contributing to the discussion.

As a group, we’re going to brainstorm ways to make Choose Your Attitude a more important part of our workplace culture. Then, we’ll choose two to start doing before our next session. To get the ball rolling, there are some Action Ideas in your Personal Workbook on page 82. Use those ideas to help trigger your own ideas.

Action Ideas (from Personal Workbook)

- As you start your day, write down the attitude you want and put it somewhere you can see it throughout the day.
- Make a list of all the things you have and the people in your life you are grateful for.
- Carry a reminder of the attitude you’d like to exhibit. For example, if being in nature helps you be calm and patient, carry a smooth river rock. Each time you feel it, you’ll bring yourself back to being calm and patient.
- Invite others to coach you on your attitude. If you are asked to coach, be sure to acknowledge others when their attitudes are beneficial and offer suggestions when their attitudes are not helpful.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 83.

Next time we’ll start our session talking about our experiences with Choose Your Attitude. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. Remember, the choice is ours. We are the ones who will make this workplace great.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 86 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 84 of your Personal Workbook.
4. Continue your conversations with each other.
5. Look over the Passion & Engagement Conversation Starters on page 88 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, keep in mind all four practices. When we choose, we can strive to Be There for each other, bring a spirit of Play to whatever we do and make each other's day in the process.

Thank you for being here today and I look forward to seeing you next time.

“Make the choice. Wake up. It's a much better world to live in.”

—Justin, fishmonger

PASSION & ENGAGEMENT

ESSENTIAL CONVERSATION 7: PASSION & ENGAGEMENT

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

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

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

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

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

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

WELCOME/INTRODUCTION

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

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

Ice Breaker Tip

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

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

REFLECTION

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

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

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

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

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

After a few minutes of discussion, say:

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

VIDEO

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

Click on:

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

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

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

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

—Georg Wilhelm Friedrich Hegel

CONVERSATION

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

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

Conversation Starters

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

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

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

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

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

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

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

Small Group Questions

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

Business Strategy Questions

1. What does it look like when someone is disengaged? What effect does it have on you to be around someone who is disengaged?
2. If we were going to design meetings, policies, our environment from scratch—with the goal being to foster passion, engagement, wholeheartedness—what would we do?
3. What effect does it have when our leaders are not passionate and engaged? What impact does it have when they *are*? How do we recognize that characteristic as we groom future leaders?
4. What is the cost—economic, creative, or otherwise—to our organization when people are not fully engaged?
5. How does the impact of your work connect to what's really important to you?
6. Is it acceptable to you to *not* feel impassioned and engaged at work? If you're not "alive" in your work, what are you accepting?
7. How are *you* contributing to creating a culture where people are engaged in their work?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let's get back together for a few minutes. If you have a good conversation going, please continue later. We're going to spend a few minutes sharing what we've discovered about passion and engagement. As an organization, what can we do to improve our level of passion and engagement?

Deeper Questions

1. When do you feel wholehearted at work?
2. When you choose not to bring your whole self to work, why not? When you do bring your whole self, why do you make that choice?
3. How much does the energy of your coworkers influence your level of passion and engagement? How does your energy influence your coworkers?
4. What acknowledgment do you receive for the things you are proud of doing? What acknowledgment do you give?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Passion & Engagement—Action Items” at the top of the flip chart paper.

As a group, we’re going to brainstorm several ways to help ourselves become more wholehearted. Then, we’ll choose two to start doing before our next session. To get the ball rolling, there are some Action Ideas in your Personal Workbook on page 96. Use those ideas to help trigger your own ideas as we ask ourselves the question, “As an organization, what can we do to improve our level of passion and engagement?”

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- Write down why you, personally, do the work you do. Make this statement something that inspires a passion for doing the work.
- Start a “Things That Make Us Smile at Work” list. Post it where others can see it. Add to it often.
- Seek ways to deepen five friendships with colleagues.
- Go the extra mile to solve a problem or fix an issue for a colleague or client and be sure to recognize others who do the same.

- Recognize when others show up with passion and engagement, and praise them.
- Recognize others when they enthusiastically try new things, even when the results don’t show up right away.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 97.

Next time we’ll start our session talking about our experiences with passion and engagement. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. Remember, the choice is ours. We are the ones who will make this workplace great.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 100 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 98 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Relationships Conversation Starters on page 102 and email me the top two or three questions you'd like to discuss at our next conversation.

If we do what we do wholeheartedly, not only will we do it better, we'll enjoy it and ourselves a lot more. Thank you for being here today, and I look forward to seeing you next time.

“Guess who’s happiest these days? Guess who’s having the most fun? Those people that have thrown their heart over the bar.”

—Brian Kopek, Rochester Ford Toyota

RELATIONSHIPS

ESSENTIAL CONVERSATION 8: RELATIONSHIPS

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

Anyone who has ever been part of a long-term relationship knows that even two people who care deeply about each other are going to argue and disagree sometimes. Relationships take work. And relationships are only as strong as the effort each person contributes.

Building strong relationships often starts with simple actions: Listening, gratitude, recognition. Remembering to say “good morning,” rather than passing by silently, opens the door to a positive relationship. From there, conversations about common interests, experiences and shared values strengthen the connection.

Even how we think about our relationships has an impact. Our thoughts create energy, and they affect others. Have you ever noticed how good or bad moods rub off on people? That’s the energy.

When you are with someone you dislike, you may treat them respectfully, but the energy you are unconsciously creating still communicates that negativity. It is possible, however, to turn that around. Instead of focusing on what you feel someone lacks—“She is sloppy”—turn your attention toward an attribute you appreciate—“She’s so supportive.” The energy created by your thoughts will make a remarkable difference. Over time, you may find that your dislike is transformed into respect and appreciation.

It’s always more satisfying to work with people whose company you enjoy. For some people, that’s what fuels their passion: they love their coworkers. Creating a workplace where people enjoy one another is not easy. It takes constant attention, but out of that effort, you gain trust and teamwork. You get a more satisfying life—and a more effective organization.

WELCOME/INTRODUCTION

In this session, you'll work with another significant aspect of FISH! Culture—Relationships.

Welcome back to FISH! Culture, and thank you for coming. Today we're going to talk about relationships and how we can strengthen them within our organization.

Ice Breaker Tip

Several days before the session, create a "BINGO" card. Rather than putting numbers or letter in each square, put in oddball pieces of trivia about various anonymous employees. Examples: *Speaks Italian.*

Has seven cats. Always puts left sock on first. You can also include general statements: Is wearing red. Dyes her hair. Watches American Idol.

As the session begins, distribute the BINGO cards and offer a prize to the first person to finish. Say:

Look for people who can honestly say they match the description in the square. Have them sign their description. We are offering a _____ to the first person who gets a different signature for each square on the BINGO card.

REFLECTION

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

Thanks for playing. I bet you learned a little something about your coworkers that you did not know before.

Today, we're going to explore relationships, but before we begin, let's talk about what we did related to passion and engagement. Please turn to page 98, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?

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

After a few minutes of discussion, say:

Thank you to everyone who is working to be wholehearted both here and home. Today, we're going to focus on relationships.

VIDEO

To show the *Relationships* video, go to the main menu on your FISH! Culture DVD. Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 8: RELATIONSHIPS**

I hope you've all had a chance to read this week's FISH! Wisdom (page 100 in your Personal Workbook).

As you watch the video *Relationships*, think about the kinds of relationships you'd like us to have in our organization. Ask yourself, "How am I contributing to building and maintaining strong relationships?" When the video is over, we'll explore your thoughts and ideas about how we can continue to build our workplace culture.

"We are partners in a common goal, and out of that we love each other. And it sounds really corny, but we do, you know, we do love each other."

—Johnny, owner, Pike Place Fish Market

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what does it look like and feel like when you have strong relationships?

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

Conversation Starters

1. Johnny, Pike Place Fish Market's owner, says, "It all comes down to partnerships. We are partners in a common goal." What does partnership look like?
2. What do you expect of your workplace partners? How have you expressed this expectation?
3. In the video, people mention several ingredients that make up a good relationship. How many of these ingredients show up in your work relationships, and to what degree?
 - Trust
 - Listening to one another
 - Mutual respect
 - Voicing appreciation for one another
 - Feeling safe to be yourself
 - Supporting one another
4. What other ingredients would you add to this list?
5. How do the relationships you form at work impact your feelings of loyalty and commitment? How do they affect your enjoyment of work?

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

Relationships are at the heart of all we do. Let's break up into small groups to have a little deeper conversation.

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

With your group, take 10-15 minutes to discuss the questions starting on page 104 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. Johnny says it sounds "corny," but he and his employees "love each other." What difference can "love" make in our relationships at work? How do love and respect work hand in hand?
2. JP says, "You can't really love someone unless you feel you can be yourself with them." What does it mean to "be yourself" at work? What gives you that freedom? Who are you being if you are not being yourself?

3. How do you mend conflicts or breakdowns in workplace relationships?
4. What holds you back from engaging wholeheartedly with your colleagues?
5. What can we do as an organization to encourage more team spirit, more openness and camaraderie?
6. How well do we establish relationships with our customers? What could we do differently?

Business Strategy Questions

1. How would a culture with strong relationships improve your ability to recruit new talent and retain current employees?
2. What messages do strong team relationships convey to the internal and external customers we serve?
3. How is the quality of our internal relationships similar to or different from our client/customer relationships?
4. What results are possible if team members view themselves as partners in a common goal?

Deeper Questions

1. Shari says on cold days she could stay home, but she chooses to go to work and be with people “I like being with.” What relationships do you have at work that make you feel the same way?

2. How open and honest have you been with your colleagues? What more do you need to do to create an open and honest culture?
3. Which relationships, if you strengthened or repaired them, might make your work happier, more playful and more productive?
4. What is the difference between criticizing and coaching? How do you respond when you are being coached vs. criticized?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let's get back together for a few minutes. If you have a good conversation going, please continue later. We're going to go around and hear what your group discussed about relationships. Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Relationships—Action Items” at the top of the flip chart paper.

Thank you, everyone. Relationships can make or break an organization. Let’s bring this experience alive by finding ways to actively strengthen our relationships. As a group, we’re going to brainstorm ways to strengthen our relationships.

If you’re having trouble getting started, look at page 110 in your Personal Workbook for some Action Ideas.

Let’s get lots of ideas on the board, then we’ll choose two to get started.

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- Acknowledge teammates for how they show up. Pay attention to their passion, engagement and wholeheartedness.
- Greet others, by name, every day.
- Be available to help others and volunteer to help.
- Be curious about the person inside of each coworker: Find out about their interests, dreams, goals, loved ones—anything that goes beyond the average “work” conversation.

- Revisit FISH! Wisdom sections and your Personal Workbook notes in the prior sections. What have you not tried that might make a difference in your relationships?
- Team up with a team member as a “learning partner.” Encourage each other and hold each other accountable to live the FISH! practices.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 111.

Next time we’ll start our session talking about our efforts to build relationships. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. I hope it will help us all develop our relationships. Let's give our best and see what kind of a difference we can make in one another's lives.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 114 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 112 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Communications Conversation Starters on page 116 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, remember that the four practices are a part of great relationships, so Be There, Play, Make Their Day and Choose Your Attitude.

Thank you for being here today, and I look forward to seeing you next time.

“From knowing that the other guys are doing their jobs comes that mutual respect, and from that mutual respect, that's where the love part grows.”

—Tim, fishmonger

COMMUNICATIONS

ESSENTIAL CONVERSATION 9: COMMUNICATIONS

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

Effective communication is vital to every organization—every *relationship*—but why is it so difficult? Busy schedules, constant distractions, too much or not enough information: Each of these contributes, but ultimately, communication boils down to how well we listen and express ourselves.

Listening is more than using our ears. That's just hearing. Listening requires full engagement. We need to Be There: Shut out distractions, withhold judgment and try to understand what the speaker is really saying. We can also consider the effect that our relationship with the speaker and our own moods and attitudes have on our reception. Asking clarifying questions of the speaker and summarizing what you hear them saying also is helpful.

It's important to be aware of how we express ourselves. Our body language, tone, position in the organization, relationship to the other

person, even gender, can add meaning to our words. Any of these factors can contribute to confusion if we assume the other person is listening in a particular way.

When people complain they're not being listened to, they're saying that they don't feel valued. Johnny, the owner of Pike Place Fish, pays attention to the background conversation in his head. If that conversation is negative—"I'm angry!"—he redirects his thoughts to the positive—"This guy is great and I love him." Not only do Johnny and his employees resolve conflicts more easily, the employees feel listened to and valued.

Clear communication makes us more efficient and creates a sense of caring and connection.

WELCOME/INTRODUCTION

In this session, you'll work with another significant aspect of FISH! Culture—Communications.

Welcome back to FISH! Culture, and thank you for coming. Today, we will explore how to improve communication in our organization.

Ice Breaker Tip

Before the session, prepare pairs of cards with famous duos, one half of the duo per card. For example, one card might be “Batman” and another would be “Robin” or “Romeo” and “Juliet” or “Hamburger” and “French Fries.”

As participants come into the meeting, give each person a card and instruct them not to tell anyone

what is written on their card. Once everyone has a card—if there is an odd number, the facilitator can sit out the exercise—say:

When I say, “Go,” find the person who is a match with the word on your card. You cannot show anyone your card and you cannot speak.

Without being able to speak or show your card, the only way to find your match is to act out what's on your card. Let people figure this out on their own. If they're not getting it after a minute, demonstrate for them using your card (or, if you're sitting out, borrow a card from someone). Give the group a few minutes to find their partners, then begin the Reflection segment.

REFLECTION

Invite everyone to sit with their partners and then say:

Today, we're going to explore the idea of communication, but before we get to that, let's talk about the actions we chose for improving relationships.

Please turn to page 112, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?

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

After a few minutes of discussion, say:

Thank you for working to improve the relationships in our workplace culture. Keep going, and try new ideas. Today, we're going to focus on communication.

VIDEO

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

Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 9: COMMUNICATIONS**

I hope you've all had a chance to read this week's FISH! Wisdom (page 114 in your Personal Workbook).

As you watch the video *Communications*, think about how you express your ideas and how you listen. Look for ideas that we can use to improve communication between individuals and across our whole organization.

“Just listen to what the other person has to say. Listen in a way you’re not making him wrong.”

—Rodger, fishmonger

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, how well do you think we communicate in our organization? What do we do well? In what areas do we need work?

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

Conversation Starters

1. What stood out for you in the communication video?
2. Rodger suggests listening in a way you're not "making people wrong." What does he mean? What impact does "making people wrong" have on the ability to communicate with them?
3. What successes have you had overcoming breakdowns or conflicts? What did you do that helped you get past those obstacles?
4. Who in your organization communicates effectively? What does she or he do that's different from how most people communicate?

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

Clear, effective communication is really important. We're going to break into small groups to have a little deeper conversation.

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

With your group, take 10-15 minutes to discuss the questions starting on page 118 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. In the rush of deadlines and workloads, it is easy to take shortcuts or avoid communicating with others. What motivates you to take the necessary time to communicate properly?
2. What do you do to ensure that you understand where others are coming from?
3. How often, when you have an issue or conflict with someone, do you talk it out as soon as possible with the person? How often do you avoid talking about it? Which approach has worked best?
4. What types of communication (in-person, email, phone) do you use most often? How effective are these for you? Why or why not?
5. Think of a time you had a disagreement with

someone and left it unresolved. What impact did it have on your relationship?

Business Strategy Questions

1. In what ways does your organization communicate well? In what areas does it need to improve? What are the simplest things you could do to improve?
2. Some lawyers blame poor communication as the cause for many lawsuits. How has miscommunication harmed your organization? How has it affected relationships?
3. Considering that communication is both inbound and outbound, how would your customers rate your organization's communication with them?
4. How would better communication provide testimonials, referrals and other business assets? How have you communicated your desire for this information?
5. What would it look like if you improved the way you communicate with your external customer?

Deeper Questions

1. Johnny talks about how his "background conversation" changes the way he communicates with others. How do your "background conversations" affect the way you communicate?
2. Who do you tend to "make wrong" at work? Coworkers? Customers? Leaders? Why?
3. Write down any conversations you would have if you were not afraid of being misunderstood, or even fired. What benefits would you get from having that conversation now?
4. Have you asked your coworkers to give you feedback on how well you communicate?
5. Who do you avoid talking with at work? Why? How does this impact your relationship?
6. How have you grown or changed your perspective by being open to others?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let's get back together for a few minutes. If you have a good conversation going, please continue later. We're going to spend a few minutes sharing what we've discovered about communication. As an organization, what can we do to improve our communication?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Communication—Action Items” at the top of flip chart paper.

As a group, we’re going to brainstorm several ways to help ourselves communicate better. Then we’ll choose two to start doing before our next session. To get the ball rolling, there are some Action Ideas in your Personal Workbook on page 124. Use those ideas to help trigger your own ideas as we ask ourselves the question, “What can we start doing right away to improve communication?”

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- We can’t pay attention to everything, so be conscious about what gets our attention. How can you be more conscious of your choices?
- Ask if it’s a good time before beginning a conversation. When someone comes to your office to talk, ignore the phone and other interruptions unless the other person consents.
- Ask permission to provide feedback and give feedback with these things in mind: (a) specific situation, (b) stating who you know the person to be, (c) positive affirmation.
- Listen with your heart, not just your head.

- Politely refuse to participate in conversations in which people are complaining about a person who is not present. Help colleagues direct their concerns to the people they have them with.
- Be aware of how you listen to others: Practice catching yourself when you make someone wrong as you are speaking with them or listening to them, when you say something you know has a negative effect on people, when you withhold something you wanted to say. You can always choose to Choose Your Attitude and Be There in that moment.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 125.

Next time we’ll start our session talking about our efforts to improve communication. Be prepared to share your experiences. Your Personal Workbook is a great place to record new ideas along with your thoughts and observations. Keep it near you. You never know when inspiration will strike.

CLOSE

Thanks for participating in today's conversation. I hope it will help us improve our culture. Let's give our best and see what kind of a difference we can make in one another's lives.

Our next meeting is on _____ at _____. Your homework before the next session is to:

1. Try the FISH! practices as we agreed.
2. Read FISH! Wisdom on page 128 before the next session.
3. Record your Reflections—examples of what you noticed or practiced—on page 126 of your Personal Workbook.
4. Continue your conversations with one another.
5. Look over the Who Are You Being? Conversation Starters on page 130 and email me the top two or three questions you'd like to discuss at our next conversation.

In conversations between sessions, remember that communication is enhanced by the four practices, so Be There, Play, Make Their Day and Choose Your Attitude.

Thank you for being here today, and I look forward to seeing you next time.

“When people are able to express themselves, think of it as a chance to grow.”

—Tim, fishmonger

WHO ARE YOU BEING?

ESSENTIAL CONVERSATION 10:
WHO ARE YOU BEING?

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

One of the most intriguing insights in the *FISH!* film comes when one of the fishmongers says, “It’s about who you’re being while you’re doing what you’re doing.”

What does he mean? When we focus on who we are *being*, it influences everything we are *doing*. As the fishmonger points out, “Are you being ‘This is a lousy, stinkin’ job’ . . . or are you being *world famous*?’ You’re going to do something differently when you’re being world famous than you are if you’re being impatient.”

World famous is the lens through which the fishmonger sees himself and his work. That lens puts his choices into sharper focus. It gives him a new awareness, moment to moment, of whether his actions line up with who he wants to “be.” When he is wearing his *world famous* lens, it’s difficult to stay impatient or upset with

people. He can see clearly that those choices *aren’t* world famous.

Deciding who you want to *be* has a profound effect on everything you *do*. If you go into a meeting or conversation without staying focused on who you want to be, it’s easy to react without thinking. By default you may slip into anger or impatience, only to regret later that it wasn’t who you wanted to be. But if you go into the same situation focused on who you want to be—open or caring—you have a better chance of showing up in a way that is consistent with your intentions.

The FISH! Philosophy gives us a new lens. Wearing it requires thinking about and taking responsibility for how we react to situations, how we treat others. When you are wearing your FISH! lens, you will see opportunities you never saw before.

When you are clear that you Choose Your Attitude—not the other way around—helpful and fulfilling attitudes just show up. When you choose a Play-ful mindset, creativity and lightheartedness come naturally. When you choose a Make Their Day way of being, opportunities to brighten people’s day come

around the corner all day long. When you make the commitment to Be There, you will see more clearly than ever what others need from you.

WELCOME/INTRODUCTION

In this session, you’ll work with another significant aspect of FISH! Culture—Who Are You Being?

Welcome back to FISH! Culture, and thank you for coming. Today, we will continue the journey and explore how we can each choose who we’re going to be as part of our organization.

Ice Breaker Tip

Ask participants to pair with the people next to them (groups of three are okay too) and say:

When you were children, WHAT did you want to be and WHO did you want to be when you grew up?

After a few minutes, ask if anyone would be willing to share an interesting answer from their partner(s). Let a few people answer, then move on to Reflection.

REFLECTION

Last time we met, we brainstormed ways to improve our communication. We committed to putting these ideas into action. Please turn to page 126, where each of us reflected on the actions we took and the impact they had.

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

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

After a few minutes of discussion, say:

Thank you to everyone who is working to improve communication in our organization and in our lives—at work and at home. Today, we’re going to focus on who we are being.

VIDEO

To show the *Who Are You Being?* video, go to the main menu on your FISH! Culture DVD.

Click on:

- **ESSENTIAL CONVERSATIONS**
- **CONVERSATION 10: WHO ARE YOU BEING?**

I hope you've all had a chance to read this week's FISH! Wisdom (page 128 in your Personal Workbook).

As you watch the video *Who Are You Being?*, consider the choices you've made about who you are at work and at home. How does that impact you, your coworkers and family, our organization, our customers? When the video is over, we'll talk about it and make some plans.

*“It’s about who you are while you’re doing what you’re doing.
You know, who are you being while you’re doing it?”*

—Ronnie, fishmonger

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, what does “Who are you being while you’re doing what you’re doing?” mean?

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

Conversation Starters

1. What impact does the way you are “being” have on the people around you?
2. How does it feel when you are being consistent with who you say you want to be?
3. How can you stay more aware, moment to moment, of who you want to be?
4. How can we support one another in acting more consistently with who we want to be?
5. Has our organization made a decision about who it wants to be? What do you think it is (or should be)?

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

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

With your group, take 10-15 minutes to discuss the questions starting on page 130 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. What three words or phrases describe who you want to be?
2. In what ways are you most consistent with who you want to be? What helps you to be consistent?
3. In what ways are you least consistent with who you want to be? What can you do to be more consistent?
4. When you are living the FISH! practices, what situations do you see differently than you used to?
5. How does staying aware of who you want to “be” help create the culture you want?

Business Strategy Questions

1. How does who you are being, individually and collectively, impact how your customers experience you as a company?
2. What do we value as a team? As an organization, what is our “world famous?” What impact would that have on our choices and actions?
3. If “Who Are You Being?” is about having a purpose for yourself, how does that connect with the organization’s purpose?

Deeper Questions

1. How do you want people to experience you?
2. What suffers when you aren’t being who you want to be?
3. When you aren’t being who you want to be, what can others do to help you get back to that way of being?
4. Who will you give permission to help you with that?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let’s get back together for a few minutes. If you have a good conversation going, please continue later. We’re going to go around and hear what your group discovered about “Who are You Being?” Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Who Are You Being—Action Items” at the top of the flip chart paper.

Thank you, everyone. It’s really interesting to actually think about who we are being. Let’s bring this experience alive by finding some ways to be more intentional in our workplace.

As a group, we’re going to brainstorm things we might do to determine who we want to be as individuals or as a group. Then, we’ll choose two to start doing before our next session. To get the ball rolling, there are some Action Ideas in your Personal Workbook on page 138. Use those ideas to help trigger some specific things we can do here in our organization.

What are action steps we can each start doing right away?

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- Post the question “Who Are You Being?” in obvious places as a reminder that who you are being shapes the life you are living and the legacy you are leaving.
- Write your own eulogy. What would the people around you say about you after you are gone?
- Ask other people about their definition of “world famous.”
- Meet in the morning as a group and declare who you are choosing to be that day.
- Post words and phrases around your work area as a reminder of who you want to be—i.e., Committed, Open to New Ideas, Helpful.

Now that we have some ideas, let’s choose those actions that are most likely to improve our work culture and to which we can realistically commit.

Please write the actions you are personally committed to living in your Personal Workbook on page 139.

CLOSE

Congratulations! We have completed our 10 FISH! Culture conversations, but this is just the beginning.

As you've discovered, FISH! is a continuing exploration. We're in the driver's seat. We determine our workplace experience.

One person can make a difference, but all of us together are even more powerful. The FISH! Philosophy offers an open playing field. As we live the FISH! practices, we create our culture and transform our organization.

To keep The FISH! Philosophy alive at work and in your life:

1. Continue to live the actions we've agreed upon.
2. Stay in conversation with one another.
3. Record your Reflections—examples of what you noticed or practiced—on page 140 of your Personal Workbook.
4. Decide who you want to be—every day.
5. Check out the Bonus Conversation.

Thank you for being here today. Let's celebrate each opportunity to live The FISH! Philosophy!

“You're going to do something differently when you're being world famous.”

—Ronnie, fishmonger

A PERSONAL JOURNEY

BONUS CONVERSATION: A PERSONAL JOURNEY

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

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

SESSION OUTLINE

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

Welcome—*Provide introduction and optional ice breaker*

Reflection—*Facilitate discussion to review previous session*

Video—*Show designated video*

Conversation—*Facilitate discussion*

Experience It—*Determine action items*

Close—*Wrap up*

APPROXIMATE TIME

5 minutes

10 minutes

5 minutes

25 minutes

10 minutes

5 minutes

60 minutes

FISH! WISDOM

With your team, you've explored the Be There, Play, Make Their Day and Choose Your Attitude practices. You've focused on your work relationships, strengthening communication and being passionate and engaged in your job. You've learned to ask "Who am I being?" Have you considered who you are being when you are *not* at work?

If you adopted FISH! practices at work, then it likely has impacted other aspects of your life and even your personal relationships.

In today's video, you'll meet Shannon, a single mom "wearing many hats"—chiropractor, group fitness instructor, coworker and friend. FISH! skills helped Shannon bring more life to her work and achieve balance, joy and perspective in her personal life. Reflecting on her painful divorce, Shannon acknowledges that sometimes we get in

situations we don't choose, but rather than fight the reality of the moment, she learned to "look forward with hope," which "makes the present all the better."

As Shannon learned, FISH! isn't just about making the most of your work. It's about making the most of your life.

WELCOME/INTRODUCTION

In this session, we'll look more closely at how FISH! can apply to our personal lives.

Welcome back to FISH! Culture, and thank you for coming. Today, we're going to talk about our personal journeys—How each of us can integrate The FISH! Philosophy into our personal lives.

Ice Breaker Tip

Put up four signs: Be There, Play, Make Their Day and Choose Your Attitude. As people enter the room, have them stand by the practice that is most difficult for them. Then ask one person from each group to share:

What about this practice is difficult for you?

REFLECTION

Last time we met, we brainstormed ways to focus on who we are being. We committed to putting these ideas into action. Please turn to page 140, where each of us reflected on the actions we took and the impact they had.

- What are some of the actions you took?
- What worked? What didn't?
- What impact did your actions have on other people?
- What actions did you see your team members take that you'd like to acknowledge?
- What impact did those actions have on you?

After a few minutes of discussion, say:

Thank you to everyone who is choosing who they want to be. It makes a remarkable difference. Today, we're going to focus on our own personal journeys.

VIDEO

To show *A Personal Journey* video, go to the main menu on your FISH! Culture DVD.

Click on:

- **ESSENTIAL CONVERSATIONS**
- **BONUS CONVERSATION: PERSONAL JOURNEY**

I hope you've all had a chance to read this week's FISH! Wisdom (page 142 in your Personal Workbook).

As you watch the video *A Personal Journey*, think about how The FISH! Philosophy might impact your family, your friends and your life outside of work. When the video is over, we'll talk about it and make some decisions about what we can do to support one another.

*“The real voyage of discovery lies not in seeking new landscapes,
but in having new eyes.”*

—Marcel Proust

CONVERSATION

Based on the FISH! Wisdom we read and the video we just watched, how might The FISH! Philosophy impact our personal lives?

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

Conversation Starters

1. Our personal life is just that, personal. What guidelines do we want to establish so everyone feels welcome and safe in the conversation?
2. What are some stories or examples of FISH! that you've experienced outside of work?
3. Has anyone discussed these practices and ideas with their friends or loved ones? What has their response been?

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

As with all FISH!-related ideas, this is an invitation. Let's break up into small groups and talk about what we each want to do (or not do) with FISH! in our personal lives.

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

With your group, take 10-15 minutes to discuss the questions starting on page 146 of your Personal Workbook. You can choose from the Small Group, Business Strategy or Deeper Questions. Stay on one question the whole time or skip around. You decide.

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

Small Group Questions

1. Is FISH! easier or harder to practice at home than at work? Why?
2. How do you show up with your family? Who have you chosen to be with your loved ones?
3. What are some ways we can "take FISH! home" and share the practices with family and friends?
4. How can you enlist your family and friends to help you be who you want to be?

Business Strategy Questions

1. What does your organization and team have to gain by viewing FISH! skills as something for all of life rather than just a program or conversations about work?
2. What can your organization do in the community that aligns with who it wants to be?

Deeper Questions

1. What are the values you want to uphold in your personal and family life?
2. What challenges are you facing today? How can the FISH! practices you've learned help address those issues?
3. Shannon's FISH! journey taught her to "embrace her own humanity." What does it mean to embrace your humanity? How are you embracing your humanity?
4. What are your friends and family saying about your FISH! journey or your way of being?
5. When you engage "strangers" in your life (such as the grocery store clerk or the driver in the car next to you), how would considering your FISH! skills change those interactions?

After 10-15 minutes, stop the small-group conversations and bring the group back for a five-minute large-group review discussion.

Group Sharing

Let's get back together for a few minutes. If you have a good conversation going, please continue later. We're going to go around and hear what your group discussed about our personal journeys. Which group wants to start?

EXPERIENCE IT

“Experience It” will last about 10 minutes. Write “Personal Journey—Action Items” at the top of the flip chart paper.

Thank you, everyone. Personal journeys are personal, but we can support one another by sharing ideas and helping one another stay on track. Let’s bring this experience alive by brainstorming ideas.

If you’re having trouble getting started, look at page 152 in your Personal Workbook for some Action Ideas.

Let’s take five minutes to get lots of ideas on the board.

Write or have a volunteer write the ideas on the flip chart paper.

Action Ideas (from Personal Workbook)

- As a team, host a party for family and friends, and Make Their Day!
- Share FISH! commitments with your friends and ask them to help you live them (they’ll probably be happy to help!).
- Review your answers to the FISH! questions throughout the book and make a personal growth plan for yourself.
- Keep the practices—Be There, Play, Make Their Day and Choose Your Attitude—in mind

during moments of personal conflict and challenge.

Usually, this is the time when we decide as a group what we’re going to do, but today let’s decide individually. This is your personal invitation to choose how you want to incorporate The FISH! Philosophy into your personal journey. Record your plan in your Personal Workbook, and share it only if you want.

CLOSE

Congratulations! We have completed our 10 FISH! Culture Conversations, plus one, but this is just the beginning.

As you've discovered, FISH! is a continuing exploration. We're in the driver's seat. We determine our workplace experience.

One person can make a difference, but all of us together are even more powerful. The FISH! Philosophy offers an open playing field. As we live the FISH! practices, we create our culture and transform our organization.

To keep The FISH! Philosophy alive at work and in your life:

1. Continue to live the actions we've agreed upon.
2. Stay in conversation with one another.
3. Record your Reflections—examples of what you noticed or practiced—on page 154 of your Personal Workbook.
4. Decide who you want to be—every day.

Thank you for being here today. Let's celebrate each opportunity to live The FISH! Philosophy!

“I think the greatest thing we can do in work or at home is just show everyone respect.”

—Shannon, mother, chiropractor and fitness instructor

“The strongest principle of growth lies in human choice.”

—George Eliot

You have now experienced FISH! Culture for at least 10 sessions. Throughout this process you experienced the power of connecting with others through meaningful conversations.

Although this Facilitator's Guide ends here, your journey has just begun. Take a moment to take stock of how far you've come. If you haven't done so already, download the Climate Survey at www.fishphilosophy.com/fishculture and celebrate your successes, contemplate your current needs and set goals for the future.

Try FISH! Culture again. Each conversation can be revisited multiple times, and each time it will be different because the people involved will have grown and changed.

ChartHouse Learning can also be a resource. Keep us posted on your progress, share your successes and we'll share ideas from other organizations that may help you on your journey. We also have other tools available to help you sustain and grow your FISH! Culture: more films (a powerful way to move people to action), fun accessories (that remind and acknowledge FISH! practices), seasoned facilitators (to deepen your learning), specialized coaching (to drive your success) and expert speakers (to increase excitement at corporate events). In addition, we offer LeaderFISH!, a leadership development course.

Contact us at 800.328.3789 or visit us at www.fishphilosophy.com.

FISH! Culture and the accompanying learning tools are products of cooperation, teamwork and the combined creative talents of many people! ChartHouse Learning has gifted and dedicated filmmakers, writers, facilitators, goofballs, customer care consultants, storytellers and graphic designers who explore and live The FISH! Philosophy each day. We appreciate their spirit and dedication and hope these words and images inspire you to reach new heights in your life.

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Special thanks to all our real-life cast members who shared their personal FISH! experiences in each film.