

SPIRIT IN THE WORKPLACE
Creating an Above-the-Line Culture
Where peak experience creates peak performance

Every company has a culture whether created intentionally or not. Culture means having common traits, behaviors and patterns that tie people together. The goal of most leaders is to create a culture that is energizing, productive and effective; where the employees are enthusiastic, accountable, committed and engaged.

Above-the-Line Culture Defined: An organizational culture that reflects integrity, excellence, compassion, empowerment and purpose. Where team members are collaborative, enthusiastic and engaged. They participate fully by being receptive and accountable. An above-the-line culture exhibits a sense of vitality and common purpose throughout the organization.

When everyone on a work team is focused on creating an above-the-line culture, everyone benefits and grows while improving the engagement level of team members. An above-the-line culture creates energized, collaborative, dedicated and trusting co-workers who participate fully in the common purpose.

With an above-the-line culture, employees are happier, which according to recent research posted by the Wall Street Journal and the iOpener Institute, *The Science of Happiness at Work™*, 2012, results in:

- Employees staying twice as long in their jobs as their least happy colleagues,
- Believing they are achieving their potential 2x as much,
- Spending 65% more time feeling energized,
- 58% are more likely to go out of the way to help their colleagues,
- 98% identify more strongly with the values of their organization,
- 186% are more likely to recommend their organization to a friend.

Creating a culture of purpose and engagement is critical to address the crisis in companies. According to the *State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders*, (Gallup, 2013), 70% of workers are disengaged or actively disengaged. Gallup's research also found that companies with engaged workers had higher productivity, profitability and customer ratings, less turnover, absenteeism, and fewer safety incidents than those companies with actively disengaged workers.

So what does this mean for you as a CEO/Executive? It means that the way we are working isn't working. Consider this...

Do you or members of your team sometimes swirl in an eddy of negative thinking, focused on what isn't working, only finding that you create the exact opposite result of what you want?

No one starts the day saying, "I am going to behave and act in ways that exhaust my energy and the energy of the people around me." Sounds absurd doesn't it? And yet, that is the net effect of what happens day in and day out in offices everywhere—people go home with

their energy and enthusiasm drained and exhausted, having worked at less than optimal levels.

Scientific research has shown that just seeing the word “no” for less than a second can release dozens of stress-producing hormones and neurotransmitters. This cascade of chemicals immediately negatively impacts the normal brain functions. The more a person focuses on this negativity the more anxiety is produced which undermines trust, collaboration, communication and relationship connections. Other research has shown that you need to generate at least five positive messages for each negative message you make. See, *The Most Dangerous Word in the World*, Andrew Newberg, M.D. and Mark Robert Waldman, Psychology Today Blog, July, 2012.

How many negative messages are exchanged in a typical workplace every day?
Is it any wonder why we have an engagement crisis in the American workforce?

Companies are run by human energy – the employees’ mental, emotional and spiritual energy. To create and sustain an enthusiastic and engaged workplace, it is critical that every leader and every individual learn to monitor and be accountable to their thoughts, actions and behaviors.

Neuroscience, cellular biology, behavior observation and spiritual teachings, all support the power of the human mind to change and adapt. For centuries, spiritual teachers have taught us the mantra - change your thoughts, change your life. For the past 20 years, Clarity International has observed the behavioral effects of focusing on positive, effective thinking. In recent years, neuroscience and biological research has established that our thoughts – positive or negative - have a resulting physical impact on our brains and bodies. ***More importantly, neuroscience has proven that we can literally and permanently rewire our brain’s neural pathways by refocusing and shifting our thoughts.***

In their article, *The Neuroscience of Leadership, Strategy + Business* (Issue 43 Summer 2006), David Rock and Jeffrey Schwartz, M.D., show that three things are required of the individuals in organizations in order to transform the culture.

- It requires an individual commitment to focus on your thoughts. The focused act of paying attention to your thoughts and behaviors creates chemical and physical changes in your brain.
- Everyone needs to recognize that their expectations can shape their reality. Being clear about preconceptions, visions and purpose will have a significant impact on what’s perceived and created.
- A high level of paying attention is integral. Permanent, effective change of thoughts, actions and behaviors requires repeated, purposeful and focused attention.

The challenge is to have a process and methodology to keep you and your team intentionally focused and conscious throughout the day. For the past 20 years, Clarity International has provided leaders, team members and individuals a sustainable methodology to help do this.

There is a secret to choosing to work with intention, passion and purpose. When we consciously choose thoughts that align all aspects of our work and life with what energizes us, we are more effective as leaders.

The Get Clarity Thought Changing System™ provides a simple, easy to use, sustainable process to SHIFT your thought energy to be more effective. It gives the user an easy way to discover his or her negative thought and a process to shift that thought to an opposite positive and more effective thought.

In Clarity's workshop, SHIFT to an Above-the-Line Culture©, we explore what contributes to an above-the-line culture, create awareness about your energy and the impact your thoughts and behaviors are having on your team, while providing you with a practical methodology and tool to use daily to create a peak experience which leads to peak performance.

Clarity International's innovative thought changing system, using multi-disciplinary business practices based on the science of human energy, will arm you with a sustainable system and a set of powerful tools to help you and your team stay focused on the thoughts and the actions that keep you vibrant, energized, and on a positive pathway every day.

Source References

Andrew Newburg, M.D. and Mark Robert Waldman, *Words Can Change Your Brain*, (Hudson Street Press, 2012): How negative words and thought impact the brain and body; affirming the power of positive words and thoughts to change that impact.

Bruce Lipton, Ph.D., *The Biology of Belief: Unleashing the power of consciousness, matter, & miracles* (Mountain Love/Elite Books, 2005) Summary of the biochemical effects of the brain's functioning show that all the cells of the body are affected by thoughts.

Lynne McTaggart, *The Field: The Quest for the Secret Force of the Universe* (Quill, 2003) : Scientific theory summarizing the interconnectedness of the mind, body, and universe.

Daniel Pink, *A Whole New Mind: Moving from the Information Age to the Conceptual Age* (Riverhead Books, 2005): Theory of the era of "left brain" dominance now moving to "right brain" abilities as it relates to employability.

John J. Ratey, M.D., *A User's Guide to the Brain: Perception, Attention, and the Four Theaters of the Brain* (Pantheon, 2001): Readable summary of thinking about the biology of thought, change, and learning.

Jeffrey Schwartz, M.D., and Sharon Begley, *The Mind and the Brain: Neuroplasticity and the Power of Mental Force* (Regan Books, 2002): Rewiring connections and the underlying neuroscience.

HeartMath Institute, (www.heartmath.com, 1991 to present) Research providing products and services that enable people to transform stress, better regulate emotional responses and harness the power of heart/brain communication.

Authors:

Shannon Bruce, CEO, StoryBridge, Inc, Seattle, WA.

Gary Hawk, Managing Partner, Clarity International©, Denver, CO