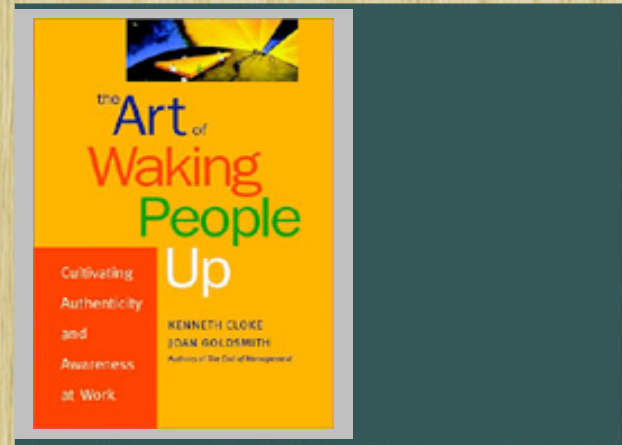


THE ART OF WAKING PEOPLE UP

: Cultivating awareness and authenticity at work

A Brief Introduction:

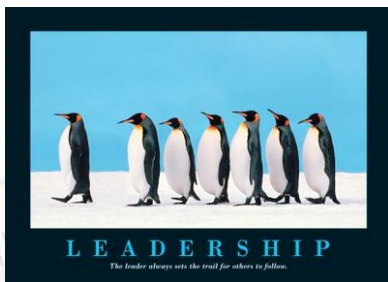
The authors Kenneth Cloke and Joan Goldsmith have compiled a rich text from which to gain a working knowledge of how to motivate and lead in a way that is open, honest and effective. They use multiple tools to create a democratic approach to leadership and working relationships that enables everyone in an organization to reach their full potential. Through the implementation of key techniques, *The Art of Waking People Up* provides a general understanding of skills needed to lead in a variety of settings.



The Art of Waking People Up.

“provide[s] managers with a new paradigm for workplace feedback and ways of giving and receiving information that maximizes personal and organizational change.

This book draws on more than thirty years of practical experience with hundreds of organizations, from fortune 500 companies to government agencies, schools, and nonprofits.



Key Points of the Book:

- *Create work relationships that are more honest, open respectful, and effective
- *Analyze the structures, systems, processes, and cultural practices that limit personal and organizational growth
- *Identify the behaviors that suppress awareness, creativity, and initiative
- *Target the information to pass along that will help develop creativity, flexibility, leadership, and responsiveness
- *Implement strategies for encouraging the development of democratic organizations

Authors:

Kenneth Cloke, *Director of the Centre for Dispute Resolution in Santa Monica, California, and president of Mediation Beyond Borders.*

Dr. Joan Goldsmith, *a world authority on leadership, mediation and other workplace issues.*



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March 27, 2012

EADM 424



“A key component of leadership is being able to learn from your colleagues.”

PART I – Context: Cultivating Awareness and Authenticity

OVERVIEW:

These three chapters in part one focus on primarily recognizing and identifying the symptoms and characteristics of being in a “trance” state. The book lays out four fundamental symptomatic responses to employees who are acting in ways that run counter to their own needs. **Silent obedience, Passive-aggressive acquiescence, Active rebellion, and Strategic engagement.** As the book opens, it sheds light on what being aware and authentic within a work place is and can mean for both employers and employees. It moves from this general awareness to some basic concepts in becoming aware or “waking up” inside the workplace. It focuses on clarifying personal goals and committing to working toward those goals to result in a personal transformation which the authors call “waking up”. By using creating a more democratic and trusting working environment, employees are not only better suited to work efficiently, but also are more likely to find their work rewarding personally

which creates an invested interest in the collective attitudes and performances in a work environment. This allows people to move toward a Transcendent way of being.

Examples of the THREE WAYS OF BEING

NEGATIVE	POSITIVE	TRANSCENDENT
Passive	Active	Engaged
Irresponsible	Responsible	Committed
Reactive	Proactive	Strategic
Uninterested	Involved	Intrigued
Asleep	Relaxed	Serene
Unaware	Aware	Alert
Impatient	Patient	Resolute

“[Being transcendent] does not accept the world as it is but works to transform it.”



Reviews:

“Cloke and Goldsmith really woke me up!! This book is meant for everyone who is aspiring/looking for leadership skills.”

**PART II – Processes: Championing
Congruity and Commitment**

*“Feedback is essential
to learning”*

Varieties of Feedback

- **Project Evaluation:** focuses on the tasks, processes, and outcomes of a particular project
- **Performance Assessment:** gives individuals an overall performance evaluation based on their skills and results
- **Process Evaluation:** shows teams ways of improving their work methods and processes
- **Role or Job Description Appraisal:** evaluates coworker’s roles and job descriptions in relation to each other and assess what is not working
- **Organizational audit or inventory:** Periodically assesses staff in relation to their past actions and results, current direction, and what they can contribute to achieving future goals or strategies

In the second section of the book, the authors move from defining and explaining the forms of being and responses to discussing the functions of feedback, transformational coaching, strategic mentoring and participatory assessment. Cloke and Goldsmith discuss the importance of feedback as well as how to give and receive it while maintaining a functional working relationship with coworkers. They stress this as one of the most important factors to becoming “awake” as employees require constant feedback to understand what is required of them, but also what they are performing well at. This idea continues and develops into transformational coaching. The goal of transformational coaching is not simply to improve the skills or performance of the individual, but to encourage them to believe in themselves. Although this sounds simple, it can become complex as it is not purely motivational, but needs to involve a covert reminding of the individual of the abilities and motivations that they already possess. They give six steps to successful transformational coaching:

1. Conduct a Ruthless Self-Assessment
2. Negotiate a Values-Based, Transformational Coaching Relationship
3. Create a Constructive Coaching Environment
4. Balance Positive Reinforcement with Critical Insight
5. Provide Turnaround Feedback
6. Move Toward Closure

Strategic mentoring uses the same guild lines as Transformational coaching however, it is designed to help us wake up and craft a carefully planned approach to purposeful self-development. It creates an atmosphere of learning and growth that is essential to becoming aware and “awake”.



**Hierarchical
assessment systems are
based on the following
implicit, demonstrably
false assumptions:**

-Imposing external standards of competence on employees, assessing performance against them, punishing those who do not meet them, and using fear as a motivator is the best way of improving the quality of their work.

-Assessment standards reliably measure fitness and ability to do a particular job, display a set of skills, or exhibit mastery of a body of knowledge.

-The benefits of this approach outweigh any damage they may cause to employee morale and motivation to change.

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Five Steps to Effective Problem Solving

- Recognize and accept the problem.
- Define the problem and clarify the obstacles to solving it.
- Analyze, categorize, and prioritize the elements of the problem.
- Brainstorm options to satisfy everyone's interests.
- Commit to action, evaluate, and celebrate successes.

PART III – Techniques: Encouraging Turnaround Experiences

Section three focuses on using the techniques such as Courageous Listening and Supportive Confrontation to develop our awareness as well as to help others create and develop their own awareness. Using **Courageous Listening, Paradoxical Problem Solving, Supportive Confrontation, and Risky Conflict Resolution** as tools, it is possible to create a working environment where every individual feels they have the ability to not only contribute and succeed. The importance of staying aware while moving through these techniques is always stressed in the book. These are used to attack individual problems or conflicts in a larger context of being “awake”.

Eight Paths to Conflict Resolution:

- Understand the context and culture of conflict.
- Listen with your heart.
- Embrace and acknowledge emotions.
- Search below the surface for



the hidden meaning of the conflict

- Separate what matters from what's in the way.
- Learn from difficult behaviors.
- Solve problems creatively and commit to action.
- Explore resistance and mediate before you litigate or file a grievance.

Part IV – Relationships: Sustaining Organizational Awareness and Authenticity

The final section of this book deals with moving from waking up the individual to waking up entire organizations. Using the same general techniques talked about in the earlier sections of the book, only on a larger scale, the book talks about creating environments of Congruence and Commitment in organizations and incorporating Ubiquitous Leadership within and organizations democratic system of leadership. It provides examples and ideas for the individual to “wake up” their respective organization. It attempts to show how the actions of one aware individual can spread and ultimately become the guiding principles for an entire group or organization.