



It Starts With Me
FACILITATOR'S GUIDE



*The FISH! For Leaders Series is dedicated to John Gardner,
whose belief in human possibilities
inspired several generations to believe in themselves.*

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What is FISH! For Leaders?



Early in his career, Carl Rogers, the noted psychologist, thought his job was to fix people. He asked himself, “How can I cure or change this person?”

Despite his extensive training, it didn’t work. At times his tactics seemed to produce a change in people, but it was temporary at best.

So Rogers tried a different approach. Instead of trying to mold his patients into who he wanted *them* to be, he focused on how *he* “showed up” for them. The more people saw that he cared about and believed in them, they discovered within themselves the capacity to change, mature and develop.

Rogers’ experience speaks to the heart of leadership. Effective leaders don’t try to fix or control others. Instead, they ask themselves: “How can I develop relationships with the people I lead that help them grow in confidence, commitment, skill and purpose?”

We created The FISH! For Leaders Series—of which this program is a part—to help you develop more supportive relationships through The FISH! Philosophy. These relationships are the foundation that make you more effective in every other aspect of your leadership.

The FISH! Philosophy: Fundamentals For Leaders

The roots of The FISH! Philosophy go back to the day John Christensen first visited the Pike Place Fish Market in Seattle. Selling fish was cold and exhausting, yet the fishmongers brought so much energy, commitment, service, teamwork and fun to the job that people came from around the world just to watch them sell fish—a lot of fish.

John had always been fascinated by people who brought passion to their work, and saw the fish market as a metaphor to illustrate his belief that every workplace can be more alive and engaged. He made a film about the market to show everyone how to be more engaged in their work—and their lives. The film, FISH!, explores four simple practices that anyone, from frontline to CEO, can immediately apply:

Be There: Be physically and emotionally present for people, especially when they need you. It’s a powerful message of respect that strengthens relationships.

What is FISH! For Leaders?



Play: Play is a state of mind that you can apply to any task. It's the spirit that fuels creativity, as in "Let's Play with that idea!" You do your best work when you are having fun doing it.

Make Their Day: Find ways to make people feel special, letting them know how much you value and appreciate them. Celebrate others.

Choose Your Attitude: No matter what life throws in your path, you alone are responsible for how you respond to it.

We call these four practices The FISH! Philosophy. Just as a tree needs healthy roots to bear good fruit, these practices nourish the roots of trust, communication, commitment and accountability. Organizations around the world are using The FISH! Philosophy to improve business results and create a higher quality of life at work. We have learned that organizations are most likely to succeed when leaders don't simply expect their employees to live FISH!, but embrace these fundamental practices in their own lives first.

Using this program, you will take your team through conversations and activities through which they will explore their leadership beliefs and style, consider their impact and learn how to lead even more effectively. Thank you for guiding them on this important journey.

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It Starts With Me



Your most important leadership tool is not power, achievement, experience or charisma. It's your *example*.

You set the tone for the people you lead. They look to you to model the behaviors that build a healthy, effective organization.

And because they look to you, your first task is to look within. “To change an organization, you’ve got to start to change yourself,” says Rob Gregory, owner of Rochester Ford Toyota. “As I work on myself I find I have a bigger impact on people than when I was trying to work on them.”

It Starts With Me is designed to awaken the self-awareness that leaders need. Whatever you want to achieve, it reminds you that you must first “be” the change you seek in others.

“Everyone thinks of changing the world, but no one thinks of changing himself.”

—LEO TOLSTOY



The resources in this guide were designed to lead a session from one to two hours.

1. Video

It Starts With Me is 9 minutes in length. Key themes include:

- Always using positional power is not effective leadership.
- Why employees “boss watch.”
- The importance of “working on yourself” instead of trying to fix others.

2. Conversation Starters

Targeted questions, prompted by the video, help your group to begin exploring your beliefs about leadership. These questions help you to honestly assess whether the impact you are having is the impact you *want* to have.

3. Activities

Choose from several activities to help participants become engaged in their learning and take ownership of it. If you have purchased FISH! For Leaders Participant Workbooks for individual participants, we’ve provided page references so you can help them follow along during the session.

Example: *(If using Participant Workbook, see Workbook page 6.)*

4. Action Plan

John Keats said, “Nothing becomes real until it is experienced.” Here your participants come up with their own plan to act on what they have learned. The actions may be simple: If you feel you haven’t been connecting with your colleagues, you might decide “the first thing I’ll do when I arrive in the morning is to greet every person in my area by name.”

5. Tips

If participants are not sure what to try or need more ideas, we’ve provided some suggestions.

6. Follow-Up

After you put your ideas into action, it helps to reflect on what you learned. What worked? What didn’t? What impact did it have on others? What impact did it have on you?

Introducing the Video



Before your team watches *It Starts With Me*, it's helpful to give some context. Here's one way to introduce the film:

Early in his career, Carl Rogers, the noted psychologist, thought his job was to fix people. But despite Roger's extensive training, it didn't work. Sometimes his tactics seemed to produce a change in people, but it was temporary at best.

So Rogers tried a different approach. Instead of trying to mold his patients into who he wanted them to be, he focused on how he treated them. The more people saw he cared about and believed in them, they discovered within themselves the capacity to change, mature and develop.

I think this speaks to the heart of leadership. Leaders can spend a lot of time trying to fix people or force them to be who we want them to be. What if we put that same effort into developing stronger relationships with the people we lead—the kind of relationships that inspire them to grow in confidence, commitment and sense of purpose?

I want to show you a short video. Afterwards, I'd like to talk about what we can do to create stronger relationships with the people who work for us.

Conversation Starters



We included lots of questions to prompt discussion, but don't feel you have to get through every question in one session. You may want to choose two to three questions and if you have time for more, go for it. If a particular question really ignites discussion, don't feel you have to move on immediately to the next question. Go with the energy of the group. Keep the conversation going with statements such as, "Tell me more about that."

1. What stood out for you in the video? Why?
2. John Gardner says power isn't leadership. How would *you* define leadership?
3. Rob Gregory admits that it's tempting for leaders to use "positional power" to get what they want. What percentage of your leadership style relies on the use of positional power? Why?
4. Johnny Yokoyama and his employees use words like "care" and "love." What role do caring and love play in creating a more effective workplace?
5. Johnny says he and his employees are "partners" in a common goal. In what ways do you partner with your employees?
6. Rob Gregory says leaders are "infectious." What do my team members usually catch from me? If it's not the attitude I'd like it to be, what would I like to infect them with?
7. What attitude or quality do you have that others admire or strive to have?
8. Rob Gregory realized that, "Nine times out of 10, the problem's always been me." Do you think Rob *really* believes that in nine out of every 10 situations, the other person is not at fault? If not, what do you think he means?
9. What does it look and sound like when a leader is emotionally committed to her or his employees?

Activity #1: Boss Watching



Pat O'Donnell of Aspen Skiing Company says, "The world's favorite hobby for employees is boss watching." The minute you become a leader, every word you speak, every raised eyebrow, every smile, takes on a heightened meaning.

Because you are a leader, every day your team members invent a story about you in their minds. What do you want that story to be?

Instructions

1. Pass out a sheet of paper to each participant.
2. Ask them to consider: "If my employees wrote an article about me today in Boss Watching magazine, what would the headline and story be?" Write this on the top half of the sheet.
(If using Participant Workbook, see Workbook page 6)
3. Ask for volunteers to share what they wrote and why. Ask, "What kinds of things are you doing as a leader that would cause them to write that?"
4. Now ask participants to consider: "What would I like the headline and story to be?" Write this on the lower half of the sheet.
(If using Participant Workbook, see Workbook page 6)
5. Ask for volunteers to share what they wrote and why. Ask, "What are some things you need to do as a leader to make that happen consistently?"

Action Plan

Ask participants, "How do you want your team to perceive you? What steps will you take in the next week to be that person? Write what you will do and when you will do it."

(If using Participant Workbook, see Workbook page 7)

Activity #1: Boss Watching *(continued)*



Tips

- Each morning write the headline you'd like your employees to write about you at the end of that day. For example: *Jane's Enthusiasm, Commitment to Customers Rubs Off on Team* or *Bob Handles Tough Day with Patience, Builds Consensus*. Put the headline on your desk or door and think about it during the day to focus on how you want to show up for your team.
- Each morning write the attitude with which you want to infect your employees. Write it on your calendar. Describe the "symptoms" you want to see in yourself.

Activity #2: You Have to Be It



When Shari Riley, RN, introduced The FISH! Philosophy to the neuro-renal staff at Missouri Baptist Medical Center, there was a surge in enthusiasm, teamwork and service. A few months later, Shari admits, “we hit a lull.” As Shari and other leaders tried to figure out the reason, the answer came to her: “I realized a lot of it was me, the way that I was coming around the corner in the morning, dragging instead of coming in like I had before.” The other leaders admitted a similar lapse in energy.

“We’re the problem,” Shari told them, “because we’re not being it.”

All of us, especially leaders, need to focus on who we are *being*. Without that focus, it’s easy to slip into autopilot, to react without thinking, to sleepwalk through all the daily tasks we are *doing*. In Shari’s case, the way she was being—“dragging”—became the example she passed on to her staff.

As you go through your weekly activities, think about who you want to be as you listen, make tough decisions, encourage others or have difficult conversations. The lens you choose, whether it is “inspiring” or “apathetic,” determines the way you see your world and how you affect others.

Instructions

Hand out paper to each participant. Ask them to write: What three words or phrases describe who I would like to be as a leader?

(If using Participant Workbook, see Workbook page 8)

- 1.
- 2.
- 3.

- When I look through the lens of my “being” words, how would I act in the following situations:
 - A team member needs my help when I am busy
 - A team member/my manager accomplishes a goal
 - A team member/my manager makes a mistake
 - I disagree with a team member
 - The team is trying to meet a deadline

Activity #2: You Have to Be It *(continued)*



- When I lead through the lens of my three words, how might that affect my relationship with my team?
- How can I stay more aware, moment to moment, of who I want to be?
- In the video, Shari and Rob acknowledge that, as leaders, they play a big role when energy lags or there is a problem in the workplace. As I think about an issue or problem at work, what is my role in perpetuating it? What role might I take to help resolve it?

Action Plan

Ask participants to think about the three “being” words they wrote. Ask them, “What will you do now to put those intentions into action? Write what you will do and when you will do it.”

(If using Participant Workbook, see Workbook page 9)

What

When

Accountable To

- 1.
- 2.
- 3.

Tips

- Think of the part of your job you like the least. Focus on your three “being” words. How do you approach this part of your job differently? What are the results?
- Think of a person with whom you are having a problem or disagreement. Let go of all your previous thoughts and opinions about this person (Hey, we didn’t say it would be easy!) and just think about who you want to be (use your three words) when you are with the person. After one week, how does this affect your relationship?



1. If your team has a regularly scheduled meeting, check in with participants next time you get together. Review what they wrote in their action plans/commitments. Ask:
 - What new things did you do?
 - What happened?
 - What was the impact on others?
 - What was the impact on you?
2. To remind participants of your *It Starts With Me* conversations and their action plans, send them occasional emails of the Tips from the end of each section.



The FISH! For Leaders Series consists of six programs, each of which helps leaders to be more effective by applying one aspect of The FISH! Philosophy. Use any combination of these six thought-provoking programs to create the leadership training that fits your team's needs.

FISH! For Leaders programs include:

It Starts with Me

The secret to outstanding leadership is not in what you command others to do for you, but what you inspire them to do through your example.

Be There

People may admire your talent, charisma and business skill, but they will not really trust you until you make the effort to be present for them, emotionally as well as physically.

Play

You can't just order creativity like a lunch special or install happiness like a program. To enjoy the many business and human benefits of Play, leaders must first nurture an environment that is full of trust and respect, and free of fear.

Make Their Day

One of the best ways for a leader to make someone's day—or month, or year, or life—is to value them. Simple gestures, such as appreciation and giving people a voice, fulfill emotional needs that are too often ignored on the job.

Choose Your Attitude

Your attitude has a powerful effect on the people you lead. What impact do you want to have on others? You alone are responsible for choosing the attitude that will achieve that impact.

Who Are You Being?

Great leaders are guided by what they stand for, not by the temporary ups and downs happening around them. To lead more intentionally, you must define your purpose, recommit to it every day and ask others to help you be the person you say you want to be.