



OUR BEST  
BEGINS WITH **ME**

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WEEKLY JOURNAL



Thank you for accepting the invitation to join your colleagues on an exciting journey to a new and different culture at CentraCare. This journey is unlike any you've probably been on. It's not just about work. It is about you – helping you be your best both at work and at home.

If you open yourself to the possibility of positive change, you will be amazed at how much happier, fulfilled and productive you will become, wherever you are. Many of your CentraCare friends have already started the journey and have had a remarkable experience. Personally, it has had an incredibly positive impact on my life.

But it does take practice, which is why we created this journal for you. The journal is yours and yours alone. It's personal. It's meant to reflect energy. And we encourage you to use it regularly to capture thoughts, insights, "ah ha!" moments, questions, victories, and struggles you have along the way. If you use it weekly, even for 10 minutes, you will be surprised how helpful it will be.

And finally, remember this is not a solo effort. Hundreds are already on the journey. I invite you to join them, and by doing so you, your co-workers, your family members and our patients will all benefit.

Ken Holmen  
President & CEO  
CentraCare Health

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**Our journal cover design reflects Senn Delaney's first principle of the Human Operating System – ENERGY. Each time you reach for your journal, pause to ask yourself, "Where is my energy level today?"**

THE WEEK OF



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“He who lives in the present lives in eternity.”

Ludwig Wittgenstein

THE WEEK OF



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I need to work on:

- Be Here Now
- Mood Elevator
- Appreciation
- Accountability
- Listening
- Role of Thought
- At Your Best
- Blue Chip
- Shadows of Influence
- Filters
- Assume Positive Intent
- Curiosity

THE WEEK OF



When we are present and undistracted, we can focus our efforts and reach our highest levels of performance.

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THE WEEK OF

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Have you ever been with someone and you were not there?

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THE WEEK OF

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THE WEEK OF



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“All I asked was that you listen, not talk or do—just listen to me.”

Author unknown

THE WEEK OF

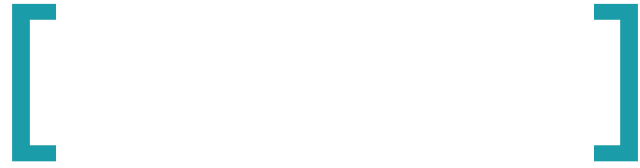


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THE WEEK OF



We are insightful, creative, or even brilliant, because our minds are freed of the distractions that pull us out of the present moment.

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THE WEEK OF



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THE WEEK OF




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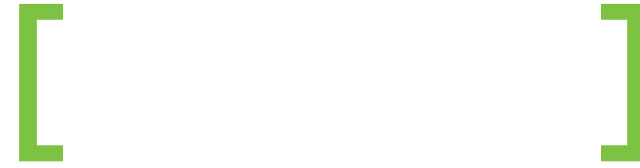
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When have you been “in the moment”?

What did it feel like?

THE WEEK OF




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THE WEEK OF



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“In flow, the brain is in a ‘cool’ state, its arousal and inhibition of neural circuitry attuned to the demand of the moment.”

Daniel Goleman

THE WEEK OF



Lined writing area for the second week's notes.

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THE WEEK OF



THE WEEK OF



In collaborative cultures, people treat each other with respect.

How can you help improve collaboration on your team?

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Curiosity

Lined writing area for the second week's notes.

THE WEEK OF



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“Whenever you face the steepening slope of change, that’s when you need bold leadership.”

Bernadine Healy, former director of the National Institutes of Health

THE WEEK OF



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THE WEEK OF



Since the world is constantly changing, we don't have much choice about whether or not we will face change.

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How can you create a healthy attitude toward change?

THE WEEK OF



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THE WEEK OF



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“For the last two decades, the most exercised part of the corporate body has been the pointed finger.”

Tom Peters

THE WEEK OF



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THE WEEK OF

[ ]

As we begin to accept people for who they are and what they believe, it creates an environment of trust, respect and openness.

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THE WEEK OF

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Lined writing area for the week of [ ]

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THE WEEK OF



What does it feel like for you when you are at your best?

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THE WEEK OF



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THE WEEK OF



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“The sure path to oblivion is to stay where you are.”

Bernard Fauber

THE WEEK OF



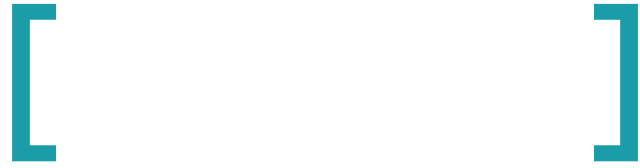
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THE WEEK OF



Ethics and integrity are core foundational values. Without them, there is no foundation for trust between people, or between companies and customers or stakeholders.

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THE WEEK OF



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THE WEEK OF



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“There is no right way to do a wrong thing.”

Kenneth Blanchard and Norman Vincent Peale

THE WEEK OF



Lined writing area for the second week.

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A commitment to ethics suggests a higher order: that people look beyond themselves to the greater good when making decisions.

# OUR BEST BEGINS WITH ME

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## ACTIVITY WORKBOOK

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## introduction to the insights workbook

Welcome to your Insights Workbook. The workbook is an important part of the training sessions you'll be attending. We believe the training will increase your personal effectiveness, and thereby the effectiveness of CentraCare Health overall. It will also likely make you a better person in all areas of your personal life, because the training is essentially about choosing to view the world and interact with other people differently.

We encourage you to engage wholeheartedly in the training. Be open. Be willing to do some self-examination. Reflect and consider possibilities. By doing so, you will open doors to new opportunities for growth, both personally and professionally.

You will use the Insights Workbook throughout the sessions. Periodically, you'll be asked to turn to different sections in the workbook to answer questions and complete assignments. At the end of the workbook is an Insights and Action Steps section. Feel free to take notes and record your thoughts, ideas and insights that surface during the training.

You will also receive the book *The Human Operating System: An Owner's Manual*. This book offers a deeper level of information on the concepts from the training. It is yours to keep as a reference for future use.

Thanks for embarking on this journey. Let's begin.

### human operating system

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### behavioral style questions

1. STRENGTHS  
List three traits that are your greatest strengths, or characteristics that help you get results and be effective with people and teams.

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2. WEAKNESSES  
List three traits that reduce your effectiveness in getting results or in working with people.

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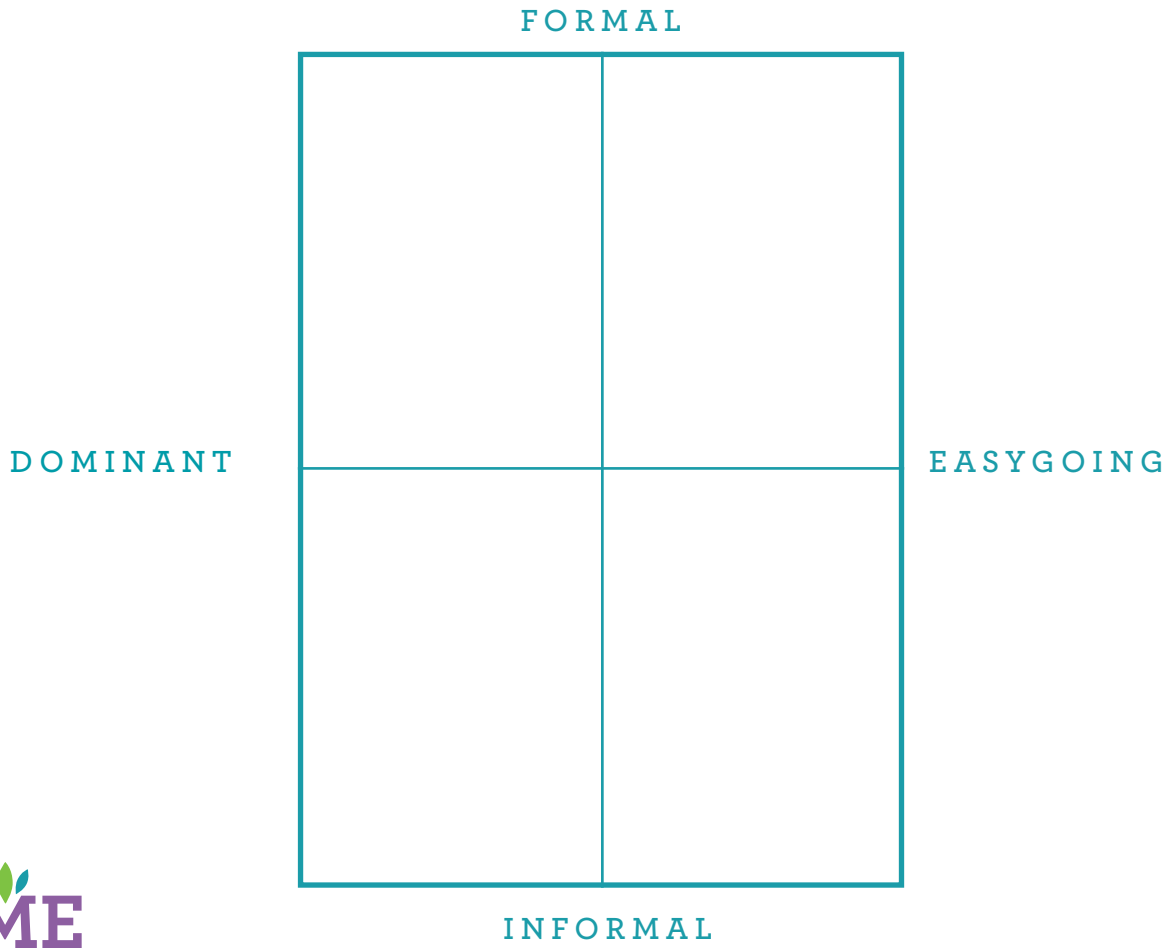
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# behavioral matrix

Based on the results of the session exercise, fill in the blanks below:

I see myself as a(n) \_\_\_\_\_ style.

Others tend to see me as a(n) \_\_\_\_\_ style.



# the essential value set

What traits, values, beliefs, or characteristics have contributed to your success in life?

List as many as possible below:

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## strategy and culture

### STRATEGIC IMPERATIVES

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### CULTURAL DIAGNOSTICS

What characteristics in your culture support the strategic imperatives above?

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What cultural barriers or weaknesses does your organization need to address—to best ensure success?

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## the wheelbarrow

List as many brief observations or comments as you can about the wheelbarrow shown to the right.

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## change exercise

1. One change you would like to make in your area of responsibility: (It can be objective, like a method or process, or subjective, like attitudes or behaviors of people.)

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2. List two possible obstacles to this change:

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## broken squares game questions

Reflect on your experience of the Broken Squares game as you answer the following questions:

1. What kinds of behaviors and attitudes slowed progress down or got in the way of completing the game?

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2. What kinds of behaviors and attitudes did it take to win the game?

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3. What is the lesson from the game for your organization?

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## broken squares game: personal lessons

How was your behavior in the Broken Squares game a mirror of your business and personal life?

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## at your worst

### FEELINGS

Make a list of your typical feelings when you are at your worst. (Example: Irritable)

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### THINKING

What is the nature and quality of your thinking when you are at your worst? (Example: Unclear)

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### IMPACT

What are the negative consequences of your mood or state of mind? I.e., What does it do to you and others? Your results?

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## at your best

Make a list of your typical feelings when you are At Your Best. (Example: Confident)

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### THINKING

What is the nature of your thinking when you are At Your Best? (Example: Focused)

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### IMPACT

What is the benefit of your higher quality of thinking? I.e., What does it do to you and others? Your results?

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## victim/accountable prices and payoffs

### 1. VALUE IN ACCOUNTABILITY

List all the benefits people receive by viewing things through an accountable set of glasses:

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### 2. WHAT IS THE NORM?

What kind of stories do you hear most, when people miss deadlines and goals?

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Why is this? I.e., What do people get out of "telling their stories"?

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# creating accountability

A process for creating a more accountable organization:

## STEP 1

Blaming and excuses are so common they can become invisible to us. Before taking action you must:

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## STEP 2

For people around you to be more accountable, you need to:

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## STEP 3

When people explain a shortfall to you by blaming others, making excuses, or displaying a “wait and hope” attitude, you should:

A. First show respect by ...

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B. Then move them to action by asking the question ...

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## appreciative feedback I received

"What I appreciate about you is . . ."

Write down the appreciative feedback you receive from each partner as they give it to you.

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## constructive feedback I received

"I feel you could be even more effective if or by . . ."

Write down the constructive feedback you receive from each partner as they give it to you.

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## summary of coaching and feedback

The themes or patterns in your appreciative feedback included:

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The themes or patterns in your constructive feedback included:

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The most important or useful message was:

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## support: “how can I better support you?”

After asking the question, write down your partner's responses below:

1. Summary of support exercise with \_\_\_\_\_ :

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2. Summary of support exercise with \_\_\_\_\_ :

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3. Summary of support exercise with \_\_\_\_\_ :

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## shadow exercise

1. List some of the behaviors/attitudes you really like in the people that you work with or influence:

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2. List some of the behaviors/attitudes you don't like in the people that you work with or influence:

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## blue chip

KEY BLUE CHIPS:

A. Objective, Tangible:

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B. Subjective, Behavioral:

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ACTION — COMMITMENTS:

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## values and guiding behaviors

What values or behaviors do you want in a health, high-performance culture of which you are a part?

Start with the most important, then continue adding to the list.

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## personal growth worksheet

ELEMENTS OF A PERSONAL BEHAVIORAL COMMITMENT:

- Emphasis on a personal trait, not a goal
- How you want to "be" or live your life
- Simple and positive description of how you want to show up
- Short and to the point
- No more than 3 or 4 reminder statements

DRAFT COMMITMENT

I will ...

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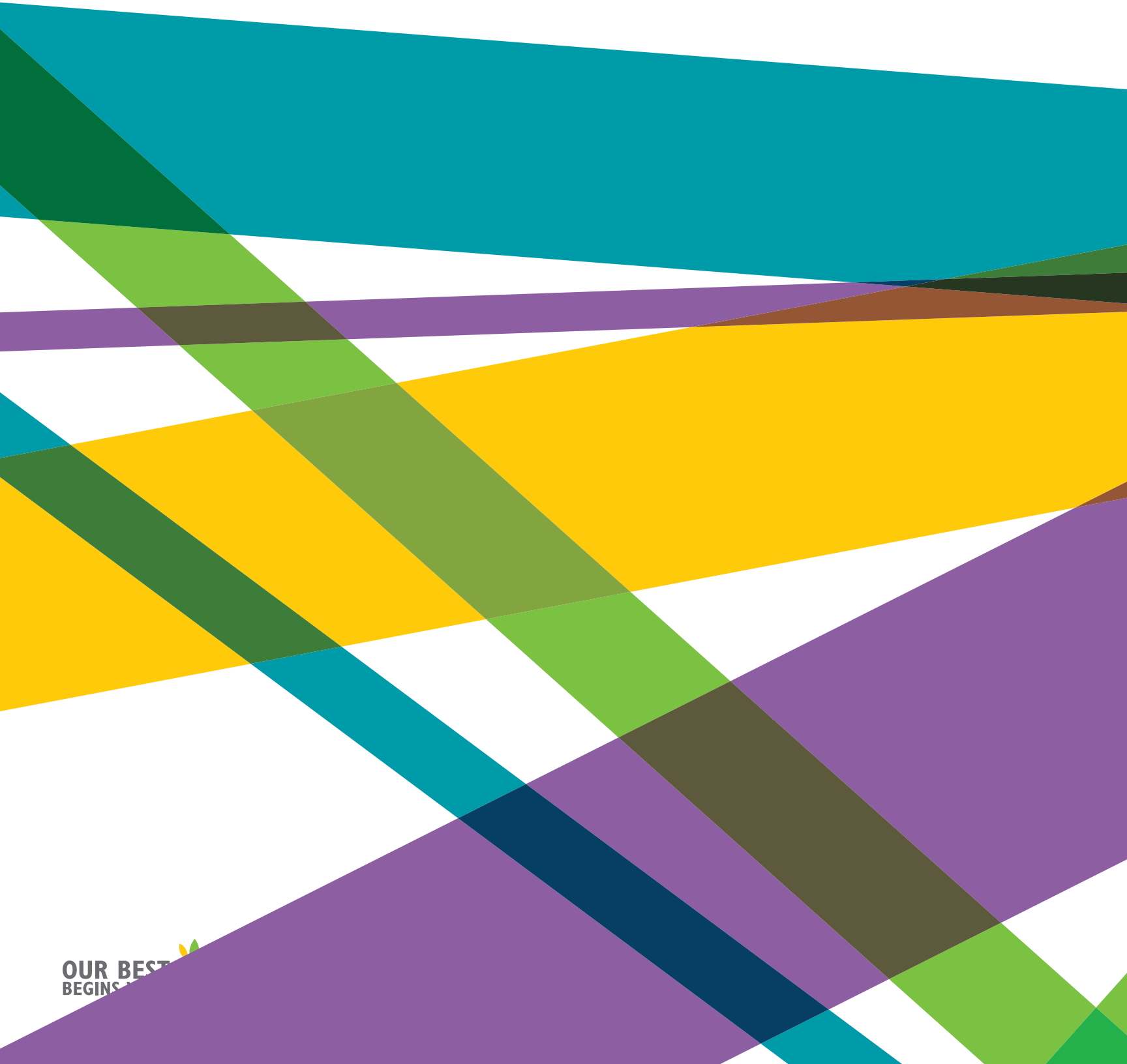
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#### DESIGN

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**BEGINS**

