

CULTUREGRAM

Introduction

One of our company goals is to help as many employees as possible learn more about how to grow their personal employment value because it is good for all stakeholders. Think about: the pace at which our company can create new value for customers, grow and promote from within is equal to the pace at which each employee grows their personal value-added capability.

The problem is that many people don't grow themselves, on or off the job, as well as they might. And, many of us have different kinds of internal fears about trying to do new things and taking on new responsibilities which can freeze us where we are. To help with these inhibitors to faster, easier learning, the next few culturegrams will cover different pieces of the learning-how-to-learn puzzle.

We will all have multiple careers before our working days are through. The world is changing so fast and medical discoveries are apt to keep us productively working longer than either we can imagine or might eventually want. Unless we learn-how-to-learn ever better, we won't be able to adapt as fast as we might like.

CULTUREGRAM ON LEARNING TO LEARN

The culturegrams in this exhibit are:

Culturegram # 1A: Want To Grow And Succeed? Watch Out For TV Values.

Culturegram # 2A: The Process Of Growth Towards A Vision ("mastery").

Culturegram # 3A: "Stages And Skills Of Growing".

WANT TO GROW AND SUCCEED? WATCH OUT FOR TV VALUES

Do you believe that your on-going personal growth is important? If so, before starting off on your "growth journey", you should review your (unspoken?) growth-assumptions, values and expectations. Most Americans are suffering from values contaminated by television (TV). We have a flawed, internal relief system that is holding us back.

Consider these statistics: Japanese school children go to school for 2 hours longer for each day that school is in session, this includes two Saturdays each month. They have 240 days of school per year to the US's 178 days. The Japanese are assigned 2 hours more homework each night. What do US students do with their extra four hours of free time each day? They watch TV. By age 18, the average American teenager will have spent more time watching television – 25,000 hours - than learning in the classroom. (American Academy of Pediatrics).

US adults aren't any better. According to the A.C. Nielsen Co. (1998), the average American watches 3 hours and 46 minutes of TV each day (more than 52 days of nonstop TV-watching per year). By age 65 the average American will have spent nearly 9 years glued to the tube.

TV programs and ads project a number of false messages, some examples:

False message # 1: We can sit like couch potatoes on the sidelines of life and expect to watch others solve big problems (usually with 30 minutes).

Problem: There are no sidelines in life. If we complain about lack of progress without offering solutions and action, then we are part of the problem. We are an irritant to those who act responsibly and we are a poor example for those who follow us (e.g our children).

Solution: Don't criticize someone else's solution and actions unless you have an alternative plan and are willing to contribute time. Don't complain, act to cure problems.

False message # 2: Major problems can be solved simply and often miraculously or magically before the end of the show and the hero then rides off into the sunset. (Who was that masked man?)

Problem: In reality even simple problems require grind-it-out patience to de-program old ways and re-program new ways.

Solution: Think through solutions carefully; design good supporting systems for them and then be patient and persistent enough to make sure all involved pass the rules of 5 to 7 and 1 to 10¹. (Module 2.12 of the High Performance video.)

False message # 3: All the heroes on television are beautiful and have great lines delivered perfectly. They are our role models.

Problem: None of us is perfect. Many people feel so insecure about their looks and lack of good lines that they never try to take responsibility or contribute, fearful that the effort won't be perfect and therefore not acceptable. With no risk, there is no growth.

¹ The average adult needs to go through the new concept 5 to 7 times before they understand it in a complete way that they will not forget. The rule of 1 to 10 suggests that for every one unit of time we spend in passing the Rule of 5 to 7, we must spend 10 times as much time practicing or teaching the concept before we can execute or teach in a masterful way.

Solution: Identify unconscious fears of inadequacy and work through them. The Dale Carnegie course (www.dalecarnegie.com) helps this problem. Realize that TV stars cheat by using silicon, makeup, lighting, lots of retakes, etc. TV images are fantasies, not role models.

False message # 4: Most shows celebrate the individual who scores big and gets it all, usually against the odds and by working outside the law or other social conventions.

Problem: We think we deserve maximum freedoms and successes. It even seems okay to cheat or cut corners to get to our goals. We can feel hemmed in by our responsibilities to our family, our community, the law, and our employer. Or, we figure that if we don't score big, we must be losers.

Solution: Realize that:

- We all live in bondage to the law and social conventions, so that we can be free of anarchy, mistrust and insecurity.
- Being responsible to the family unit is the only way children can grow to be productive citizens.
- We have a larger social responsibility to keep things progressing.
- And, no one scores big without a healthy, free country and a team behind them. Even then, great successes accumulate slowly. These are all necessary constraints that TV heroes conveniently aren't bothered with.

False message # 5: The eight minutes of ads during every 30 minutes of programming, plus the stars who are often opulently equipped, both suggest that we deserve ultimate materialism - now! Or, perhaps after only a few seconds of hard work, like in the ads.

Problem: This stimulates unrealistic, materialistic expectations of our wealthier parents, employers, and institutions; if they loved us, they would give us more - now! Social tension grows between the have-nots and the "rich-and-famous". Also, ads can shame us into a sense of inadequacy for not already having status objects.

Solutions: Realize that:

- Necessities are easily achieved, while status objects do nothing permanent for self-esteem. Net worth is not self-worth.
- No one gets things magically. Hard work that you enjoy and take pride in earns a good income as a by-product. Investing savings wisely generates returns. Harvest only come from planting seeds and working the fields.
- People who do work hard, delay gratification, invest and grow wealth, and don't indulge in flash status objects. Most of the glitz-crowd are insecure people who buy lots on credit.

False message # 6: Both the programs and the ads are super stimulating and suggest that life should also be so exciting.

Problems:

#1: We can become mentally passive as the action washes over our brains, requiring no thinking or imagination.

#2: Attention spans drop to 8 minutes or less.

#3: We can become stimulation junkies and get bored easily with real life. For example, grade school children who are TV junkies can't listen and respond to their teachers.

Solutions: Don't watch TV, work at other activities. Even reading junk novels provides mental exercise and requires imagination. We grow from challenges; kites rise against the wind.

False message # 7: Most facts and successes on TV are super-hyped or reflect only the incredible news, not the ordinary. We are encouraged to believe that there are no limits to what we can achieve. "Dare to be great" and fabulously successful, i.e., materialistic.

Problem: Fabulous success for about 99 (+)% of the population is impossible because of personal potential, social responsibilities, and other chosen limitation factors. For every amazing success reported on TV, we don't hear about the failures. Consider the 3000 athletes in all of professional sports, 90% make \$100,000 to \$300,000 for a two to four year career. What do they do for the rest of their lifetimes? Or, do we hear about the lottery losers and what a statistical rip-off state lotteries are?

Solutions:

- Don't dream big, but rather see yourself capably, purposefully and patiently growing along "the path".
- Set goals that are attainable but that will stretch you. Too easy or too tough will not sustain your motivation.
- Be yourself and pursue what you enjoy and believe in, don't imitate false, hyped images from TV.
- Be patient and persistent. The longer you do this, the bigger the "lucky breaks" you will make for yourself down the road.

False message # 8: "Happy Endings" for most TV shows with heavy emphasis on the materialistic, vegetative good-life.

Problem: There are no happy endings in life, just an on-going journey. Our mental creativity and our programmed need for justice keep us from being vegetatively happy like grazing cattle.

Solutions: Since we must work, let's look at the positive and joyful side of achievement and giving. Appreciate that the human organism is well-suited to a life of challenges and hardship. Until modern times, our ancestors worked every waking hour at physical, boring activities in lousy and unhealthy conditions just to survive (in third world countries, people still do). The good old days are right now!

CONCLUSIONS:

- As you envision and write down your growth plans, follow some of the guidelines suggested in the "solutions" in this culturegram.
- Check your underlying assumptions and values for possible contamination caused by TV values.
- Reduce your TV time. TV can be educational, especially for those under eleven. TV can be a social activity to do with others, but reduces meaningful conversation. TV can be entertaining, but it doesn't stimulate growth. Re-deploy the passive brainwashing time into more active learning time.

DISCUSSION QUESTIONS:

1. Share any TV programs or ads that you can remember that illustrate any of the eight "false messages".
2. Are there any "Problem" assumptions or feelings that you might have had earlier in life that you have overcome? What events helped you grow out of them and start to appreciate the truisms described under the "solutions"?

HOMEWORK QUESTIONS FOR CULTUREGRAM #1A

WANT TO GROW AND SUCCEED?

Name: _____

Branch: _____

1. Explain, why - "there are no sidelines in life".

2. The Rules of 5 to 7 and 1 to 10 are the solution to which TV value?

3. Perfect looking and behaving TV heroes cause what problems?

4. What are some real-world responsibilities that many TV heroes don't have to be bothered with?

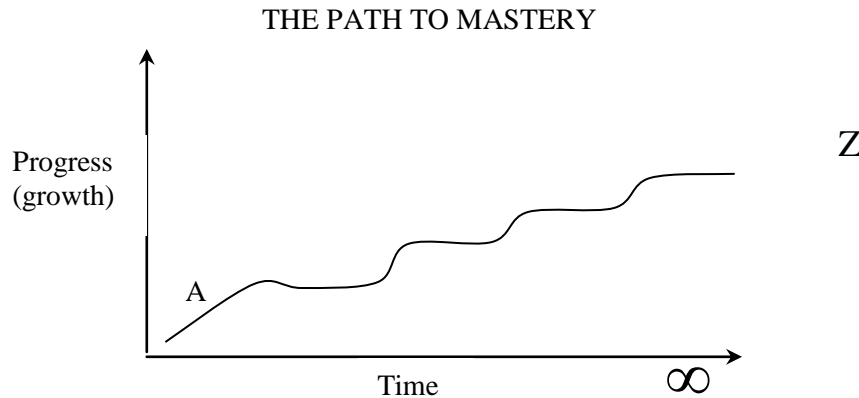
5. What aspect of TV makes us feel impatient for materialistic, status objects?

6. What aspects of TV might make students bored with class and sluggish in their thinking ability?

7. Instead of dreaming - ridiculously big, expecting results ridiculously fast, or expecting little work in getting to the good life - what is a more realistic approach to growth?

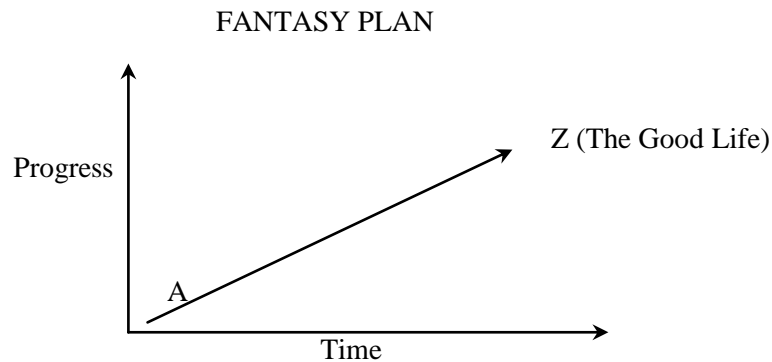
THE PROCESS OF GROWTH TOWARDS A VISION

If you are to improve your professional skills, an athletic talent, a marriage, or spiritual awareness and happiness; there is a natural pattern of progress of "Path to Mastery" that you must follow. This path is diagrammed below:



"A" is your current status or starting point. "Z" is your vision of where you want to go. If you were ever to reach "Z", the mind always finds ways to continued growing further. There is no final destination goal, just an unending success journey. Notice that most of our time and learning process occurs on "plateaus" which isn't a bad thing.

Most people think that success chart looks like this:

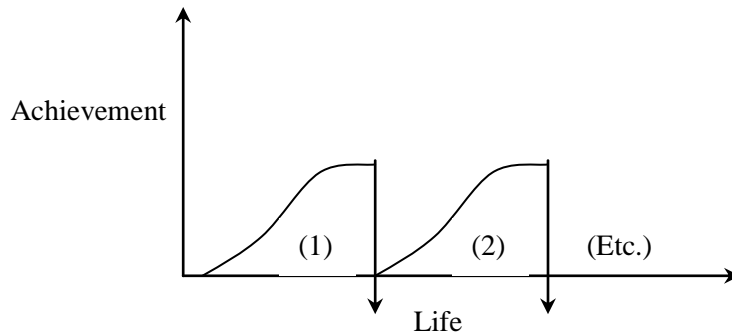


Such a fantasy has some flawed assumptions:

1. Progress doesn't occur in a straight upward line; there are plateaus and setbacks to every plan.
2. There is no final goal "Z". Goals once achieved tarnish as the mind finds more to do.
3. There is no "good life" because the human mind and spirit become bored with the "vegetative state" as comfortable as it might be. The more we achieve, the more options and responsibilities become open to us.
4. The "hard work" assumption is correct - no pain, no gain. Because the rutted-out plateau is not a happiness alternative, we must then see the positive side and benefits of work instead of the "sacrifice", negative side.

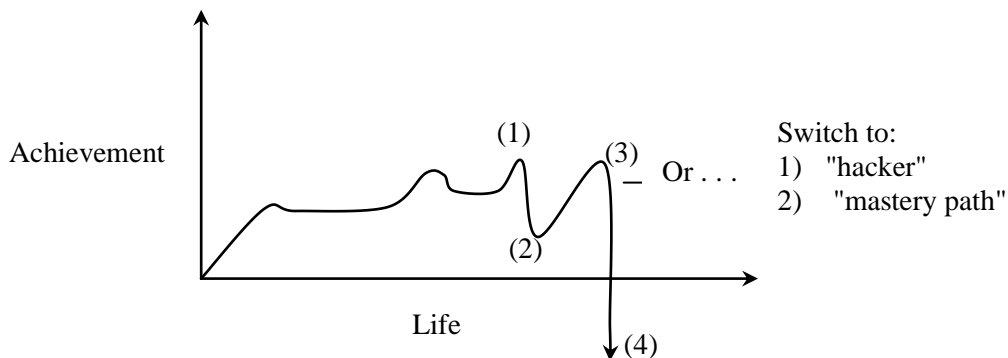
A small percent of adults continue to grow at their endeavors along the "Path of Mastery". The great majority unfortunately follow one of the following non-growth scenarios:

THE UNDISCIPLINED FADDIST



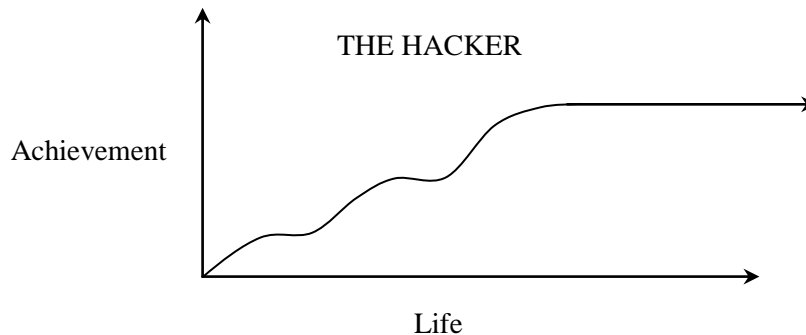
This person is looking for easy wins and "instantaneous gratification". They enjoy the initial excitement, challenge and progress of a new job, sport, or relationship. But, when initial growth slows to plateau and real work begins, they find some excuse to bail out and find a new opportunity. These people usually will not take responsibility for their lack of achievement; they are "victims" of other forces.

THE OBSESSIVE



This person has no patience with plateaus, so they push themselves and others around them harder. This extra effort may improve short-term results (1), but because they try too hard, they then injure themselves in a sport or, on the job, they upset others into quitting or cause some other setback (2). Frustrated even more, they try harder (3) to fail again. This cycle continues until they quit all together for some other game (4) or turn into a "hacker" with a broken spirit. Or, learn to be patient with the "Path of Mastery" and not force the natural process of progress.

THE HACKER



The majority of people follow this pattern for their: career, sport, marriage, and/or spiritual/philosophical awareness. After a few early growth efforts, they settle into a "groove" which unknowingly becomes a boring rut. There are golfers who play twice a week for 30 years and never budge from a mediocre handicap. Many long-term marriages involve couples who do the same repetitive activities and talk 20 minutes a week whether they need to or not. There are regular churchgoers who sit in the same pew, go through the motions, say hello to the same few people, and then leave.

This pattern is easy and involves no risks, but then there are no hits, no runs, no excitement, little happiness, and probably quiet desperation and boredom. Why do so many people fall into such ruts? How do the few stay on the path of mastery?

It is important to know and remember the different growth or non-growth patterns. These patterns also apply to entire companies like ours. We want our company to be a long-term growth story, but we can only do it if we all get on the path individually so that our collective performances can add up to overall company performance.

DISCUSSION QUESTIONS:

1. Most of us have experienced some or all of the patterns of growth, which is okay. We can't be masters at everything. Some sports are for your years only. Share some of your experiences or second-hand observations with each of the 5 graphed patterns. What did you learn?
2. Do you know of anyone who has enough money to pursue the vegetative, early-retirement life? How are they doing?
3. We want to walk a fine line between trying too hard (obsessive) and not trying or expecting enough to avoid rutting out. Does our company try too hard or expect too little in any way?

HOMEWORK QUESTIONS FOR CULTUREGRAM 2A

THE PROCESS OF GROWTH TOWARDS A VISION

Name: _____

Branch: _____

1. Can you draw and explain the graphs for:

- a. The Path of Mastery

- b. Fantasy Plan

- c. The Undisciplined Faddist

- d. The Obsessive

- e. The Hacker

2. For our company to be a long-term growth story, what is one thing that must happen?

3. Why are there no final goals in life?

CHRONOLOGICAL STAGES AND SKILLS OF GROWING

- I. Determining your current starting point - self-knowledge.
 - A. Your: skills, both strengths and weaknesses
Likes and dislikes
Personal tendencies
 - B. Current realistic job performance and improvement opportunities.
 - C. Stating your operating philosophy, values, and beliefs for how and why you grow.
 - D. Rating your experience and expertise at all skills and concepts in the sections that follow.
- II. Creating a vision of where you would like to grow to and through.
 - A. Picture in your mind your future self. Make the picture detailed and value-infused so that it generates lots of positive emotions.
 - B. Without a vision, any path will take you somewhere although not far and probably in the wrong direction from what and where you would do best.
- III. Planning the path and steps you must take to get from today's starting point to the future vision-direction.
 - A. Setting intermediate goals.
 - B. Detailing controllable programs to execute.
 - C. Anticipating and accepting the pattern of growth progress - a series of stair steps.
 - D. Anticipating the uneven levels of energy required to make things happen.
- IV. Building your strength and support team. Achieving is tough, but rewarding work. To move up the path you will need:
 - A. Physical energy from healthful habits.
 - B. A positive attitude.
 - C. A support group and environment that will help.
 - D. Good coaches who help with skill development and navigational guidance.
 - E. To cultivate and grow self-esteem and confidence.
 - F. To reduce conscious and unconscious fears most of which are overblown but therefore paralyzing.

- G. Time management to have the time to invest in self-development.
- V. Developing climbing skills. As you start your success journey you will have to:
 - A. Continue to "review, revise and revive" all of the factors in Sections I to IV. All visions and plans change due to unforeseen conditions.
 - B. The following climbing skills:
 - 1. Persistence to stick to the path which requires:
 - a. Steady focus on where you are going
 - b. Discipline to not be too distracted by trivial alternatives.
 - c. Faith that steady efforts will be rewarded in anticipated and unanticipated ways.
 - 2. Obstacle management. There are always negative surprises.
 - a. Turning negatives into positive learning experiences.
 - b. Patience and realism to cope with the facts of life.
 - c. Openness to suggestions and help.
 - 3. Opportunity creation, sighting, and seizing.
 - a. Foresight to invest in "seed-planting" to create opportunities later on.
 - b. "Selective perception" to see often disguised opportunities.
 - c. Courage to take risks to seize opportunities.
 - d. Energy and motivational reserve and resolve to go for it and land it.
 - 4. Creating good habits and systems to work for you; de-programming bad habits that undermine you.
 - 5. Honesty in execution.
 - a. There are no real shortcuts; no satisfaction from cheating other stakeholder partners.
 - b. Long term honesty builds trust and loyalty with all stakeholders, which accelerates growth options.
 - 6. Enjoying the journey, because there is no happy final ending or plateau.
 - a. As we reach one vision, another one appears further out.
 - b. Success and happiness occur continually in small ways everyday. Don't miss the simple pleasures because of a fanatic pursuit of one big goal.