



Fetzer Institute  
love : forgiveness : compassion



# PERSPECTIVE ON VALUES AND LOVE AT WORK

Murmuration of starlings flying in unison  
by Jan van der Greef





## PERSPECTIVE ON VALUES AND LOVE AT WORK

Values guide our behavior. Love is our supreme emotion that broadens our vision and expands intelligent behavior. But we know little about our values and love is a word hardly used in a business environment.

We developed this program for leaders who are searching for more meaning in their lives and more connection. It is for those who are successful in what they do but who don't necessarily feel that they live their life to the fullest. We support them

- to connect deeply with their values and purpose
- to inspire their co-workers and help them to connect to their authentic presence.

In this training you become more aware and get a better understanding of the values that guide you. You learn to deepen your relationship with yourself *and* the people that are important to you, both privately and at your workplace.

Through dialogue, short lectures and experiential practices with others you will increase your insight into yourself. We present the latest scientific findings and the oldest ancient wisdom to underscore the teachings.

Science tells us that when you make love your prevailing intention, you remake whole domains of your life.

# WHAT DO YOU VALUE?

## OBJECTIVES OF THE 7 PART JOURNEY

### **For yourself as a leader**

- Develop your own deeper values, discovering purpose and motivation.
- Understand and get an overview of the scientific (brain) research on values and love.
- Having noted your own responses to cynicism and group-think, decide and frame the values, inspiration and ethics that match your purpose and will inform your progress as a leader.
- Become able to recognize and deal with darker or 'shadow' sides of your personality.
- Pre-empt the stress levels currently disabling senior executives.
- Build a community around yourself that supports you in your personal development

### **For your organization**

- Escape 'self-centricity' by becoming aware of your power to inspire others.
- Meet the expressed need of Millennials to deal with the "big questions" in life, and to imagine a future that is not simply 'more of the same'.
- Develop inner resources to enable co-workers to become self aware, and develop authentic presence to tackle the actual problems of the world and themselves in a powerful way.
- Learn the full value of listening, discovering personal authenticity and the value of honest, open communication.
- Develop and use tools to resolve conflict within teams, to build safe spaces for tense issues to be transformed, and to energize meetings.



## PROGRAM

The program will be co-designed with the client. It consists of 7 elements that depending on the need and interest can be interchanged, or taught as a coherent whole over two and a half days.

### Part 1: Love and values overview

Rational and scientific framework of the course: what do we mean with love and values?

The training is based on the latest research and the great minds of the world:

**Love 2.0 by Barbara Frederickson** proposes the following definition of love:

*Love is that micro-moment of warmth and connection that you share with another human being. It's our supreme emotion.*

This means:

- No emotion is built to last. Wondrous feelings of love sweep through you only for *seconds*.
- A micro-moment of love changes your mind. It expands your awareness of your surroundings, even your sense of self.



- Positive emotions open you up and change you for the better.
- Love draws you out of your cocoon of self-absorption to attune to others.

### *Love's biology*

1. Your brain: in the very moment that you experience positivity resonance (love), your brain syncs up with the other person's brain; mirror neurons are part of this. Your respective brain waves mirror one another, as each of you - moment by moment- changes the other's mind.
2. The hormone oxytocin plays a key role in social bonding and attachment. It calms fears that might steer you away from interacting with strangers and also sharpens your (micro) skills for connection.
3. Your vagus nerve: It's the tenth cranial nerve that runs from your brainstem to your heart and other internal organs. Scientists can measure your vagal tone by tracking your heart rate in conjunction with your breathing rate: Like muscle tone, the higher the better. Through practices you can increase the tone. People with a higher vagal tone are more flexible across a whole set of domains - physical, mental and social. They simply adapt better to their ever-shifting circumstances, albeit completely at completely non-conscious levels.

### ***Humberto Maturana: Love expands Intelligence***

Definition of love: love is the domain of those relational behaviors through which another (a person, being, or thing) arises as a legitimate other in coexistence with oneself.

The only emotion that broadens vision and expands intelligent behavior is love.

If a manager acts on the premise that “people are competent,” he or she immediately initiates a change. If you want to achieve something that involves other people, you have to accept that we are all equally intelligent or you will not trust that the others will act competently. If you want autonomous and coherent behavior, you need only open a space of love, and intelligence appears there.

The coordination of excitation and inhibition is involved in all neuronal activities, including what we call thinking. It is in our neurobiology that attention on what we do inhibits what we do. This is why learning a task involves relaxation—not in terms of becoming limp or falling asleep but in terms of relaxing your attention, your intent of controlling what you are doing. As you relax your attention on the doing but proceed in an understanding of what you do, you allow the actual doing to take place in a manner that uses the circumstances as a reference that guides what you are doing.

### **Daniel Siegel in Mindsight**

Through the vital connection of ‘Feeling Felt’ by another person, we sense that our internal world is shared, that our mind is inside the other.

The triangle of well-being: mind, brain, relationships are not separate elements of life—they are irreducible aspects of one interconnected triangle of well-being.

We will explain: ‘The handy model of the brain’ to have people understand rationally what is happening while meditating.

Share how our nervous system is able to grow and develop based on his research.

Dive into examples of why and how inner power, based on deep self-knowledge, is essential to provide context for what we undertake in the outer world. Reflection, mindfulness and inner work are now seen as an essential tool in many leading companies, extensively featured in the Financial Times and on the cover of Time Magazine.

**Exercise:** Introduction to guided meditation.

Define choice of practice: offer references and links to options of yoga, meditation, mindfulness etc.

Assignment: each participant to investigate for a week a daily practice of reflection that calms the mind and allows time for more spacious contemplation of issues of concern.

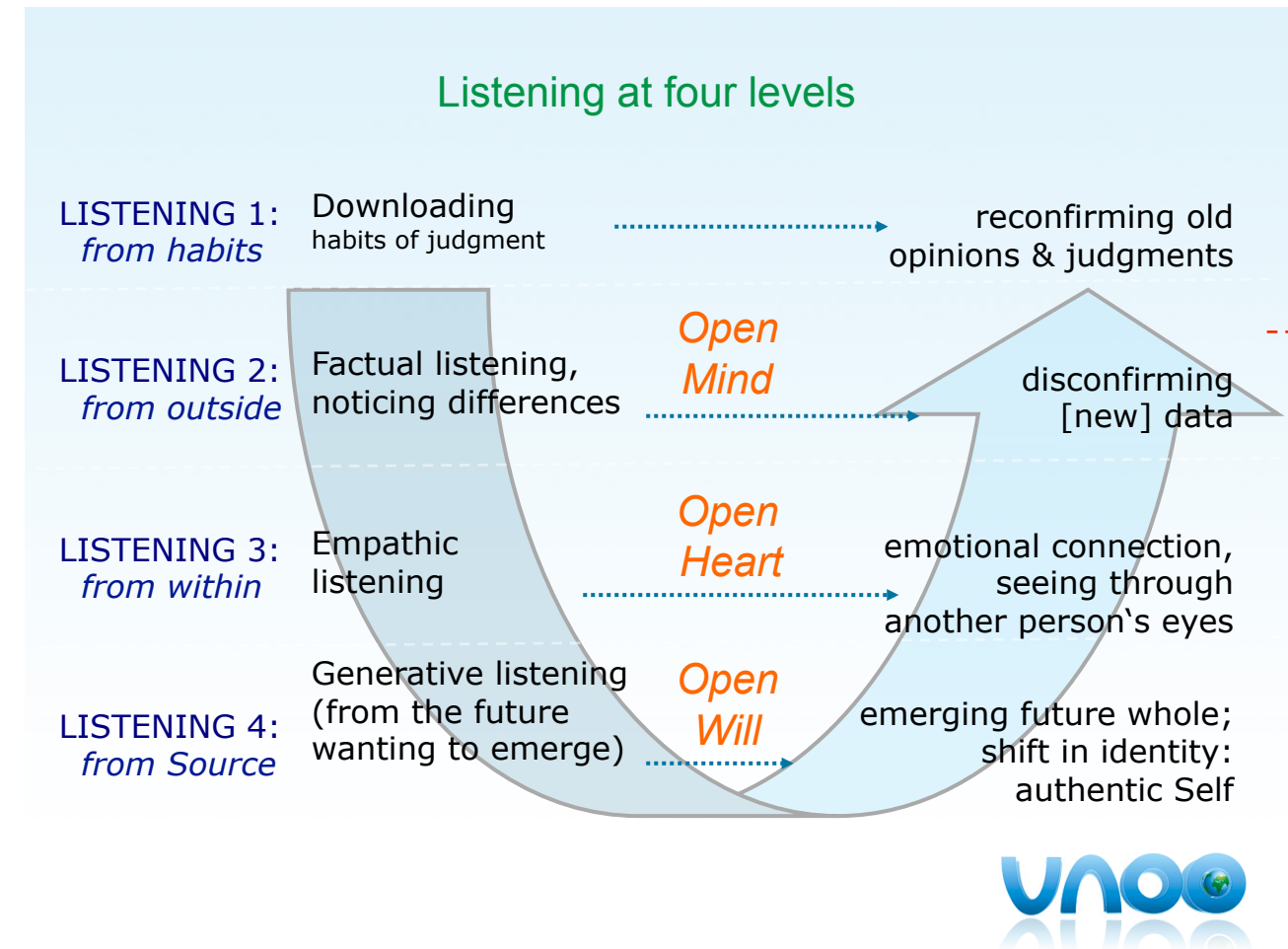
## Part 2: LISTENING on four levels

Share on assignment of previous week.

Introduce the model of Bill Isaac and Otto Scharmer on the 4 levels of listening. Use the video of Placido Domingo and Zubin Mehta to share level 4 of listening (especially last minute):

[https://www.youtube.com/watch?v=jc\\_24Ya5Y4E](https://www.youtube.com/watch?v=jc_24Ya5Y4E)

Share the findings of Professor Ab Dijksterhuis: with our conscious mind we notice 65 bits/second and with our un-conscious mind we notice 1.2 MILLION bits/second. What happens when we make conscious the 'wrong' selection of the 1.2 million bits?



We all think we're good listeners. About 5% of us actually are. Let me give an example. Working with the global executives of a major international company recently, I asked them to undertake an exercise sitting in pairs for 40 minutes. They were required to keep eye contact, and listen intently while their partner answered questions like: "What's disturbing you in your life?" "What are you yearning for?" "What's your highest potential?" Each partner took a turn answering, by going well below the cognitive to the gut level, and each took a turn listening, which meant giving absolute attention. At first they hated it. Bodies squirmed with the embarrassment of eye contact and personal honesty. But at the end they had a new take on this kind of work: "Fifteen minutes of that kind of communication is worth four hours of discussion."

The Listening Exercise has four benefits:

- I. A profound deepening of your understanding of what's really going on inside you and another person
- II. Discovering the authentic self from deep within – what you didn't know you knew
- III. Checking your ability to give another person your full attention without 'helping'
- IV. Revealing compassion and opening the heart.

Undertake three questions in pairs.

No de-brief except silent writing in journals.

Assignment: Practice the exercise of listening with your friend or partner. Discuss findings.

### **Part 3: AWAKENING**

Share on assignment of previous week.

Develop and strengthen your emotional resilience to deal powerfully with the pain and suffering in the world. This involves recognizing the facts about the state of the world. Lay out the hard facts. Demonstrate the secret of the ability to walk towards the crisis, and work with the source and cause of it.

Why awareness of the hard facts of the world is a necessary attribute for a future leader.

Why developing ways to walk towards crisis can be a pivotal skill.

Exercise: Dialogue with the shadow: learning the skill of going into your own darkness and shadow sides, and transforming them. Introduce shining examples of people who have done this. Show ways to maintain energy and integrity to deal with difficulties and cynicism. Making the shadow your ally.

Current role models: Bernie Glassman (street retreats and Auschwitz retreat), Muhammed Yunus (micro credit for the under privileged),

Assignment: Practice the exercise of dialogue with your shadow/dragon, and discover the gem underneath the dragon's foot. Extend the 'personal' dragon to the dragons out there.



Interview a beggar on the street, a prostitute or an asylum seeker. Reflect on what you can learn from them and how you react emotionally to this assignment.

#### **Part 4: CONSCIOUSNESS**

Share on assignment of previous week.

“No problem can be resolved using the consciousness that created it” - using Einstein’s prompt, we introduce examples of well known and lesser known women and men who have made the leap in consciousness that enables them to help resolve global problems in a brand new way. We show how they intervened to re-direct a predictable trajectory by using an entirely fresh perspective. This session enables students to begin to access their higher purpose.

Exercise: We walk you through a half-hour self-questioning exercise that enables you to dive deeply into your own highest potential and identify the steps you need to take to shift your consciousness to a new level. How will you listen to your higher self, to gain integrity, authenticity and personal truth? How do you deal with difficult feelings? How can you increase your own well-being and energy? How will you use conflict as opportunity?

This session allows learning how to serve, moving from “me” to “we”, and a wider sense of responsibility for global issues.

Assignment: Apply your own highest potential to whatever challenges arise during the days following. Notice when you collude with mediocrity, and compare this to when you dare to use your originality and authentic self. Get clearer about how you want to serve.

#### **Part 5: ENVISIONING THE FUTURE**

Share on assignment of previous week.

Most people, when you ask them what the future holds, just look blank or shrug or say something like “More of the same?” This next step takes us on a journey of imaging...to help us see a clearer pathway to take.

Individual and group exercise:

Using the paper provided, fill in individually:

##### **STEP 1 PERSONAL/ “ME”**

Complete the open sentence: “If I imagine a world that works for me, it would include (for example) “My family are safe, housed, educated and there is enough food; my body is healthy.” etc

##### **STEP 2 COMMUNITY/ “WE”**

Complete the open sentence: “If I imagine a world that works for my community, it would include (for example) “Neighbours look out for one another, we are not under threat of invasion or terror, there is genuine democracy..” etc

##### **STEP 3 WORLD/ “OUR”**

Imagine a world that works for everyone: “It would include (for example) there is a new partnership between men and women, where feminine and masculine qualities are equally valued, violence is at a minimum, ” etc



Assignment: Fill out your vision of the future in discussion with colleagues and friends.

Have a dialogue about: “Building communities that matter” - matter to you personally, to the world and to each other. How can we build such a community for ourselves. Use the book by Obama about his experience as a community builder in Chicago, the experiences of Dr. Ariyaratne in Sri Lanka (have a Skype dialogue with him) and the book by Peter Block on community building: The abundant community.

Alternative assignment: start building your own abundant community, a group of colleagues who support each other.

Introduce peer group coaching in the form of case clinics, see chapter 4 of Hein’s book ‘Coming into Presence.’

## **Part 6: CONFLICT TRANSFORMATION**

Share on assignment of previous week.

Students become equipped with communications skills that enable conflict within teams/communities to be brought out from under the carpet and addressed in ways that enable truth to be spoken without damage. This in turn helps to build safe spaces for tense issues to be transformed.

The Conflict Exercise is practiced in groups of three, and de-briefed.

Students also learn skills to run meetings that energize and attract, instead of becoming interminable and lowering the energy of all involved.

Assignment: Document examples of where you have had the courage to address a conflict in a new way; report how the techniques worked and where you may need more coaching.

Intuition and rationality: what to do when you sense things are not okay but you cannot put your finger on it. How to use sensing and intuition in a fruitful way

## **Part 7. PERSONAL STAND**

Share on assignment of previous week.

You have undertaken 6 weeks of study and practice, with the opportunity to develop your personal inner resources, to deal effectively with stress, to listen and communicate authentically, to recognize and deal with darker or ‘shadow’ sides of your personality, and to develop your own deeper values. You now see how you can inspire others, by being courageous enough to deal with the “big questions” in life, and to imagine a future that meets your ideals. You’ve also learned practical skills that will enable you to build and lead brilliantly effective teams.

Assignment: Decide and frame the values, inspiration and ethics that match your purpose and will inform your progress as a leader. Articulate these values and intentions to your colleagues in a 3 minute presentation, noting how you would deal with cynicism and group-think in the current business climate. Become clear about what you will stand for.

Longer term assignment: to continue your development you may well need a community that supports you. In week 5 you started working on this, where are you now?

# BIOGRAPHIES

## Scilla Elworthy Ph D



founded the Oxford Research Group (<http://www.oxfordresearchgroup.org.uk/>) in 1982 to develop effective dialogue between nuclear weapons policy-makers worldwide and their critics, work which included a series of dialogues between Chinese, Russian and western nuclear scientists and military, for which she has

been three times nominated for the Nobel Peace Prize. She founded Peace Direct in 2002 (<http://www.peacedirect.org/uk/>) to fund, promote and learn from local peace-builders in conflict areas; Peace Direct was voted 'Best New Charity' in 2005.

Scilla was awarded the Niwano Peace Prize in 2003, and was adviser to Peter Gabriel, Archbishop Desmond Tutu and Sir Richard Branson in setting up 'The Elders'. She co-founded Rising Women Rising World (<http://www.risingwomenrisingworld.org/>) advises the leadership of selected international corporations and teaches young social entrepreneurs; her latest book is *Pioneering the Possible:*



*awakened leadership for a world that works* (North Atlantic Books, 2014), and her TED talk on non violence has been viewed by over 1,000,000 people. ([https://www.ted.com/talks/scilla\\_elworthy\\_fighting\\_with\\_non\\_violence](https://www.ted.com/talks/scilla_elworthy_fighting_with_non_violence))



## Hein Dijksterhuis

Hein is a coach and strategy consultant, psychologist, former World Champion in sailing and author. He is working with people and organizations who are keen to realize their full potential. He is an expert in the application of the U process in Strategy assignments and Executive Coaching.

Hein founded UNOO ([www.unoo.eu](http://www.unoo.eu)) in 2010 to facilitate corporate and societal transformations. He works with the top teams of Multinationals and designs Leadership Programs for International Corporations. He facilitates programs for Transformational Change Agents from all over the world.

Hein is a Member of the Global Leadership Network

He is the Chairman of the Lucia Marthas Institute for Performing Arts ('The Fame Academy' on Dutch television).

He wrote in 'I am back - with Love' about his experiences during a Vision Quest in the Anza-Borrego Desert. 'Coming into Presence' (2014) is his latest book in which he shares stories about personal and organizational transformation.

([www.heindijksterhuis.com](http://www.heindijksterhuis.com))







MOVING ON