

# The Inspired Workplace:

## How Building Community at Work Unlocks Organizational Potential

By: Dr. Hugh Drouin  
Marv Franz

Do not allow this world to mold you in its own image. Instead, be transformed *from the inside out* by renewing your mind. As a result, you will be able to discern what God wills and whatever God finds good, pleasing, and complete.

Romans 12:2

*The Voice*

We have a crisis of hope

# Our workplaces need healing



Stress levels

Email use and workload

Absenteeism

Mental health issues

The workplace is  
designed for production

People are designed for  
purpose and community

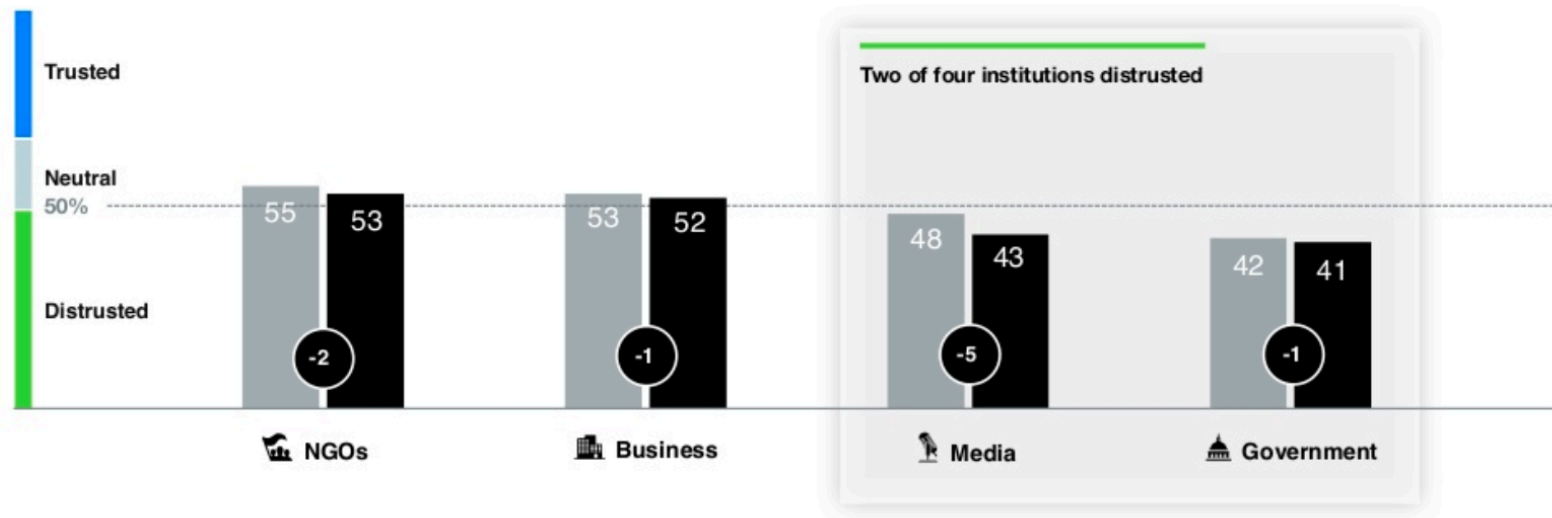
We have a crisis of trust

# How much do you trust each institution to do what is right?

## Trust in All Four Institutions Declines

■ 2016 ■ 2017

Percent trust in the four institutions of government, business, media and NGOs, 2016 vs. 2017



Source: 2017 Edelman Trust Barometer Q1 1-620. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right using a nine-point scale, where one means that you "do not trust them at all" and nine means that you "trust them a great deal." (Top 4 Box, Trust) General Population, 28-country global total.

# 9%

of organizations globally  
have high-trust  
environments



Our organizations must  
become *massively human*

To rebuild trust and restore faith in the system, institutions must step outside of their traditional roles and work toward a new, more integrated operating model that **puts people — and the addressing of their fears — at the center of everything they do."**

Richard Edelman, 2017

What unlocks the power of  
community  
in organizations?

Hospitality means primarily the creation of free space where the stranger can enter and become a friend instead of an enemy. **Hospitality is not to change people, but to offer them space where change can take place.** It is not to bring men and women over to our side, but to offer freedom not disturbed by dividing lines.”

Henri Nouwen

Reaching Out: The Three Movements of the Spiritual Life

There is hope

# 96%

of employees say  
leaders are effective  
when they:

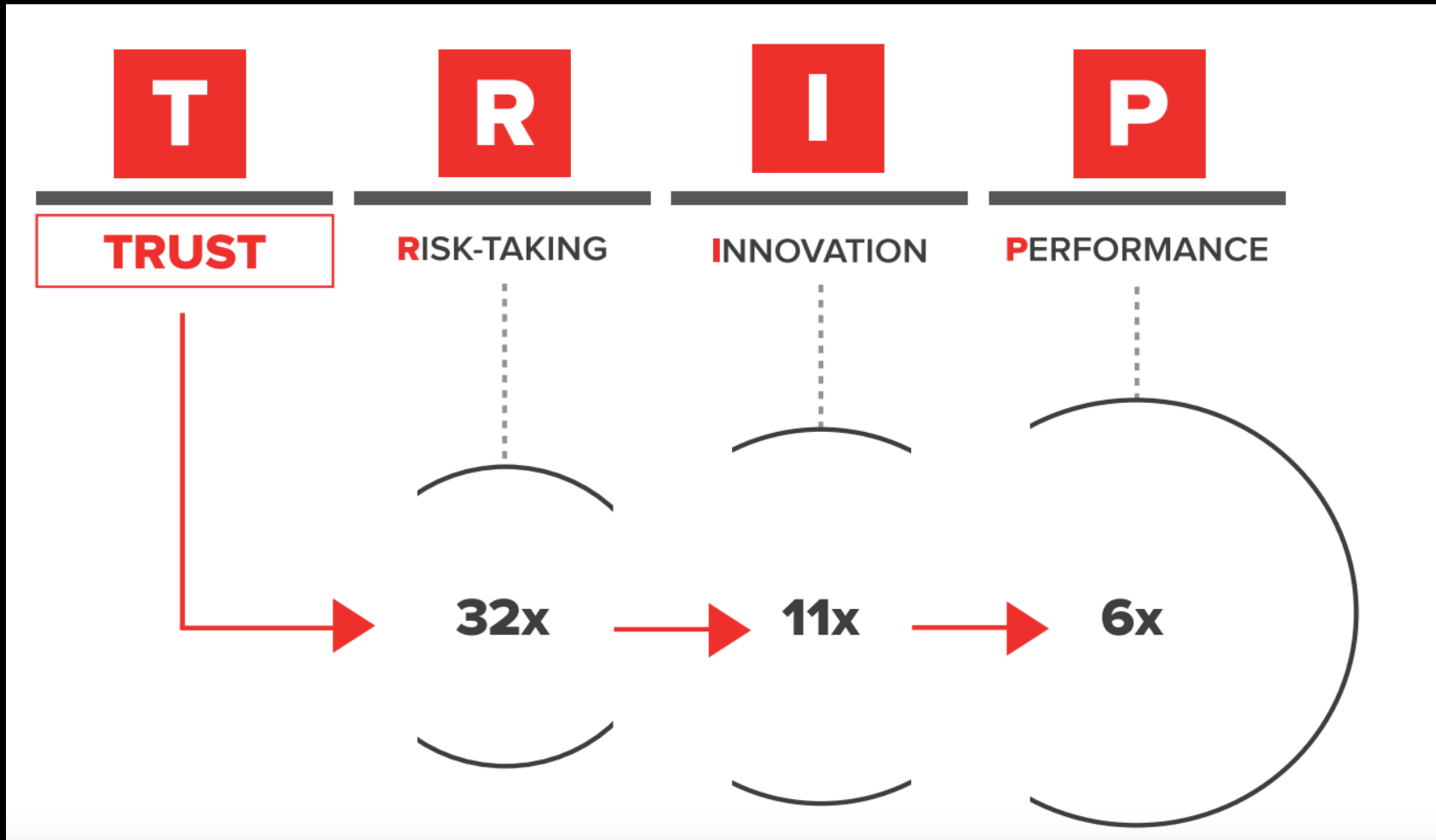
Instill a **deep commitment  
to values** for everyone

Enlist in a **purposeful  
mission** that speaks to  
them

Help the organization **grow  
interconnectedness**

Creating space to  
experiment and **grow as  
leaders**

# Trust is a Powerful Enabler



Inspired employees bring  
transformation to an organization.

They are:

Authentically dedicated

Deeply accountable

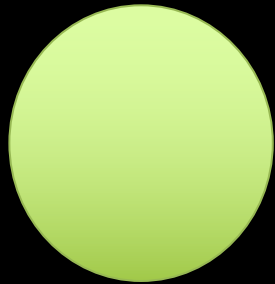
Fully responsible



# The Circle and the Triangle

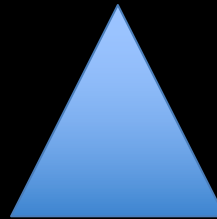
# The Circle and the Triangle

Purpose



- Heart
- Community
- Takes Risks
- “Why?”
- Vision
- Meaning
- Collaboration

Structure



- Mind
- Authority
- Manages Risks
- “How” and “What”
- Performance
- Measurement
- Directives



**BALANCE**

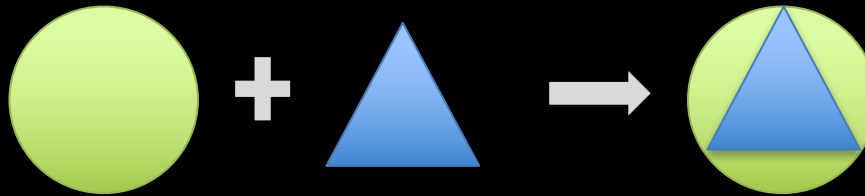
Purpose informs structure



# The Circle and the Triangle

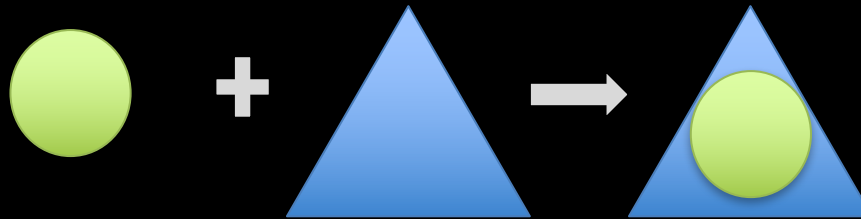
Purpose

Structure

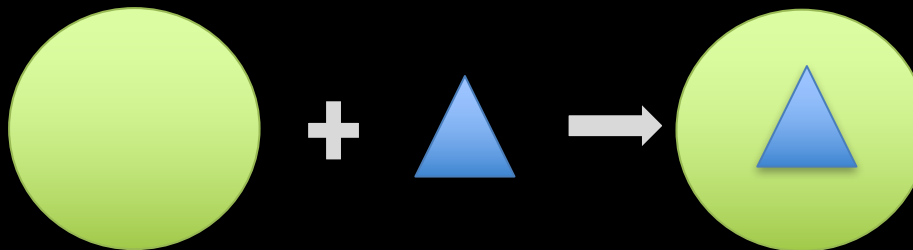


BALANCE  
Purpose informs  
structure

Most  
Common



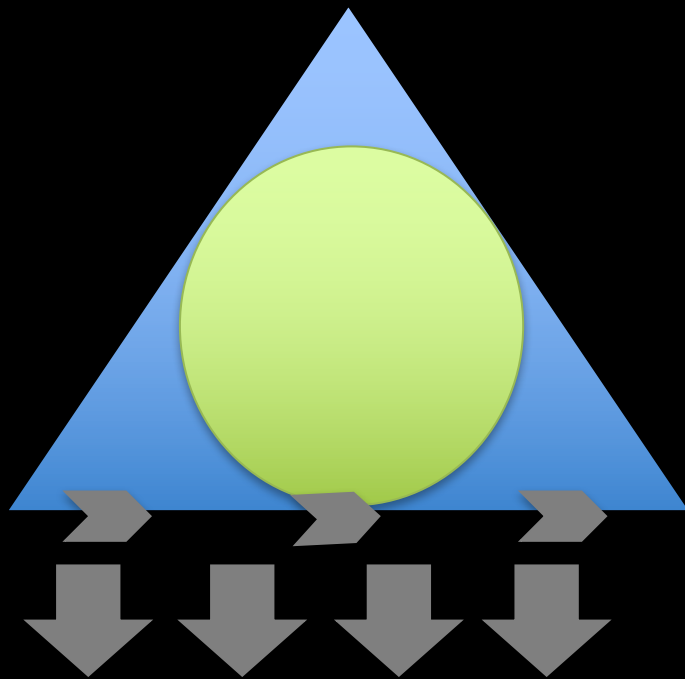
IMBALANCE  
Structure limits  
purpose



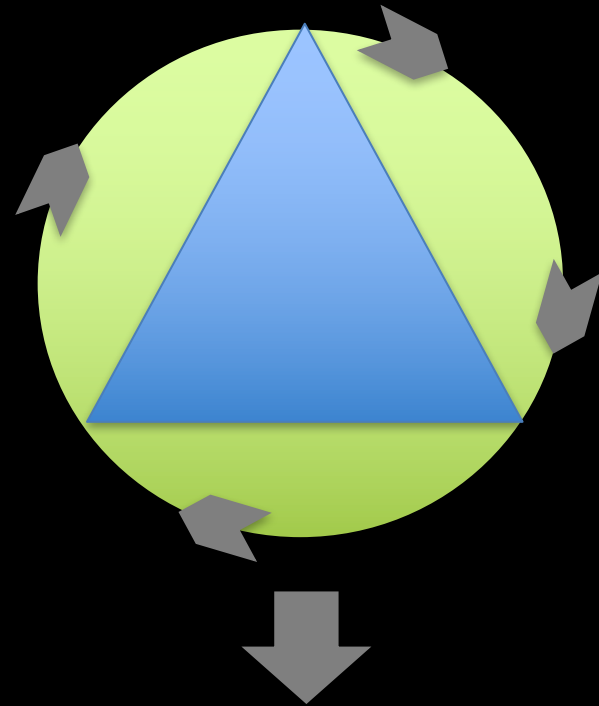
IMBALANCE  
Purpose  
unsupported by  
structure

# The Circle and the Triangle

Hindered Progress:  
The Organization Grinds Forward

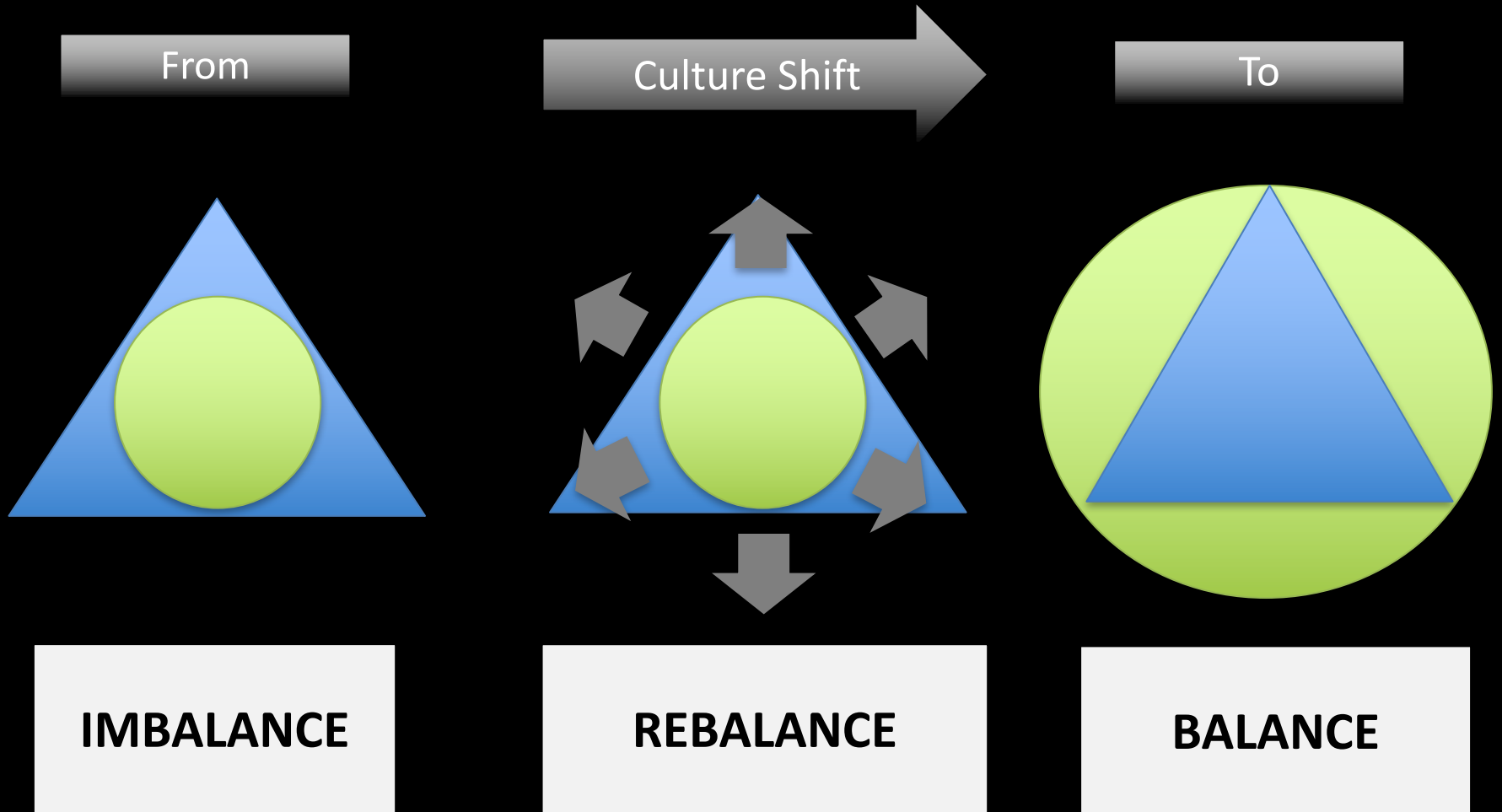


Momentum:  
The Organization Rolls Forward

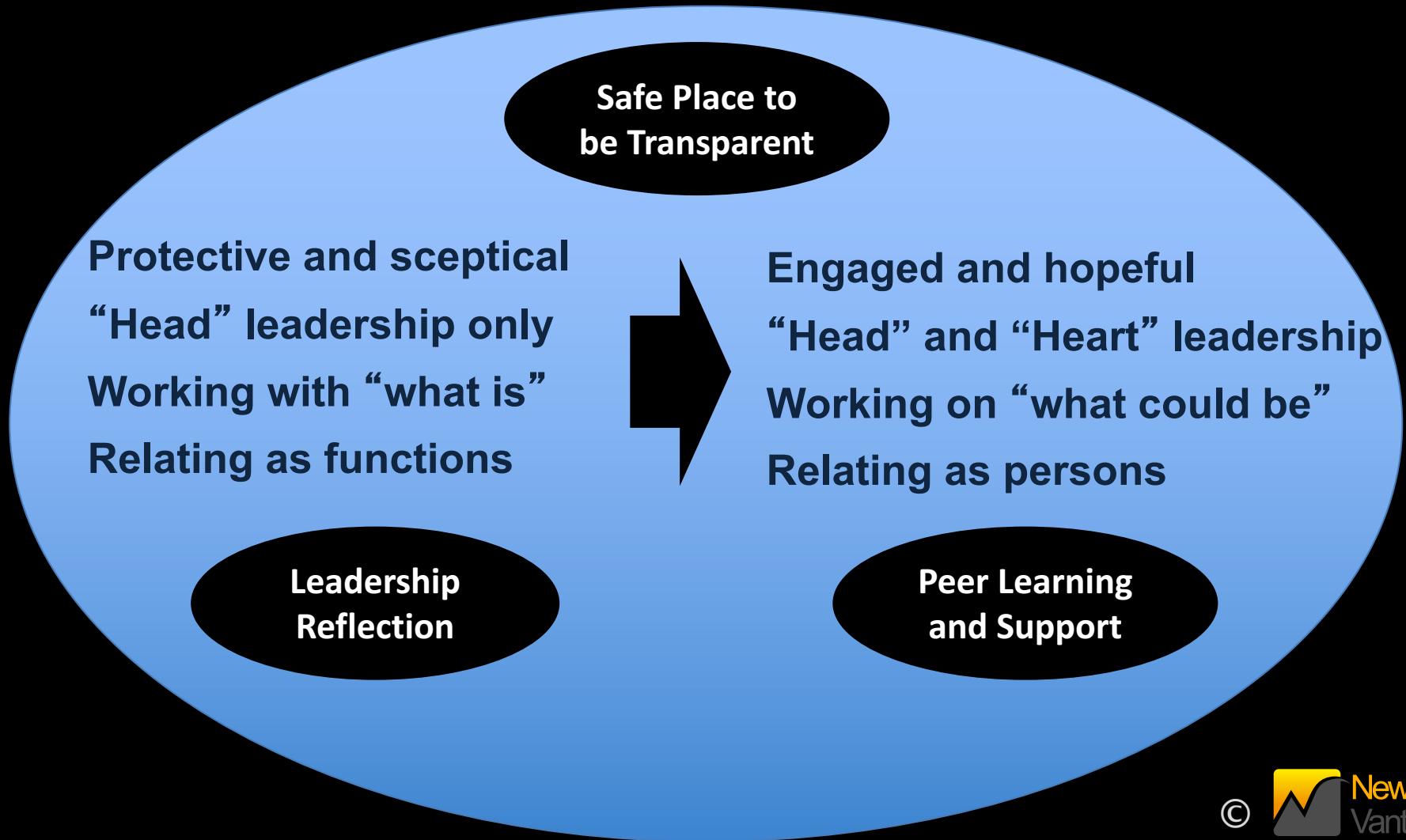


How do you experience the circle and triangle in your organization?

# The Circle and the Triangle



# The Desired Culture Shift



*“If you want to build a ship,  
don't drum up people  
together to collect wood  
and assign them tasks and  
work, but rather teach  
them to long for the  
endless immensity of the  
sea”*



*Antoine de Saint-Exupery*



# Why Leadership Circles?

*Our world needs leaders that are committed to the growth of people and communities.*

**Leaders are best formed in communities that:**

- *Care about one another*
  - *Re-ignite hope*
- *Reflect and learn together*
- *Encourage mutual growth*

# Leadership Circles

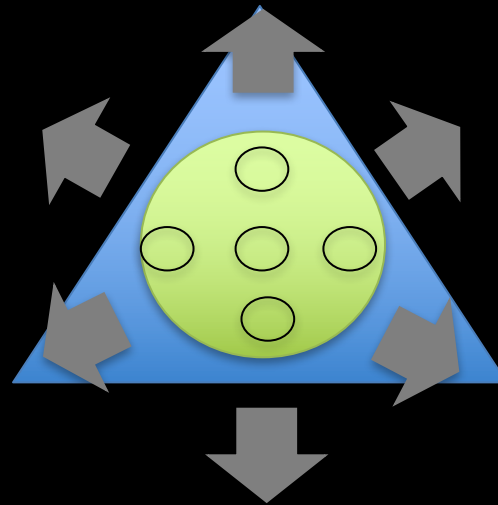
From

Culture Shift

To



**IMBALANCE**  
Leadership is  
Limited



**REBALANCE**  
Leadership is  
Incubated

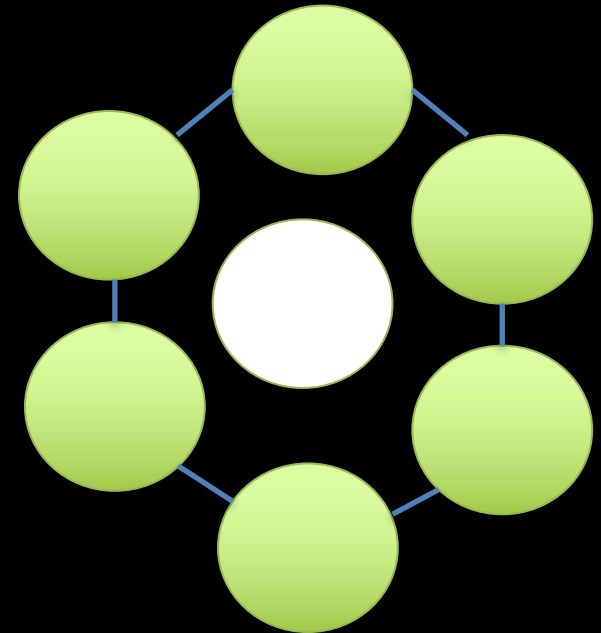


**BALANCE**  
Leadership  
Expands

# Leadership Circles

## Format

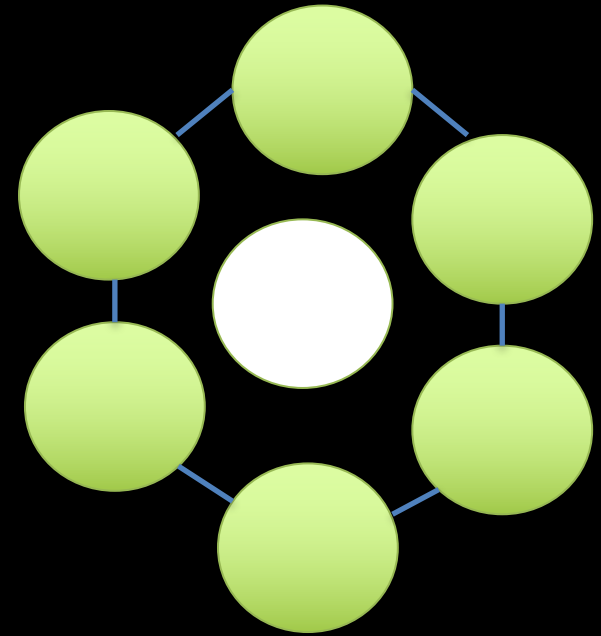
- Leadership curriculum
- Not a “meeting”
- Participate as persons first
- Space for reflection
- Listening is emphasized
- Space for generative discussion
- Application to the workplace



# Leadership Circles

## Outcomes

- More authentic leadership
- Staff feel empowered to lead
- More effective talent management
- Greater innovation and quality improvement
- Deeper engagement and improved morale



# Leadership Circles

## Impact statements:

- *“I am willing to take risks rather than sit back in fear. I have greater self-confidence.”*
- *“We take time to hear our true selves speak and to engage true self in action at work where we bring ourselves and our souls.”*
- *I leave feeling...re-charged and ready to incorporate small changes to my work and home life.”*

