

Use this discussion guide to begin conversations that will expand your vision of what it looks like to be happier at work. Use it to introduce multiple perspectives of successful practices and focus the discussion in your work group on broader possibilities for adding true value to your organization.

To get started:

- Select one or more videos for discussion.
- Add discussion questions to continue the conversation in a way that is relevant to your organization.
- Conclude the discussion with the answer to the question, "What can I do...?"

Video 1

Honor the past

- Have you ever given up on work before and simply said, "It's not worth it." Talk or journal about it.
- Was there anyone you were blaming?

Visualize the future

- What if you could have fun at work starting today?
- What if you could be productive and have energy left over for your family and friends, regardless of what situation or circumstance you're facing?
- What if you loved your job again?
- What if the things that are currently making you unhappy simply lost their power over you?

Video 2

Honor the past

- How do you feel immediately before, during, and after your performance evaluations?

Visualize the future - Practice Marshall Goldsmith's FeedForward¹ Exercise

- Pick one behavior you would like to change. A change in this behavior should make a significant, positive difference in your life.
- Describe this behavior to a randomly selected fellow participant. This is done in one-on-one dialogues. It can be done quite simply, such as, "I want to be a better listener."
- Ask for Feedforward – for two suggestions for the future that might help you achieve a positive change in your selected behavior. If you have worked together in the past, do not give ANY feedback about the past. Only give ideas for the future.
- Listen attentively to the suggestions and take notes. Do not comment on the suggestions in any way. Do not critique the suggestions or even make positive judgmental statements, such as, "That's a good idea."
- Thank the other participant for their suggestions.
- Now, switch roles and ask the other person what they would like to change.
- Provide Feedforward – two suggestions aimed at helping the other person change.
- Say, "You are welcome" when thanked for the suggestions. The entire process of both giving and receiving feedforward usually takes about two minutes.
- Find another participant and keep repeating the process until the exercise is stopped.

Video 3

- Who are the five people you spend the most time with at work?
- Who are the happy top performers at work?
- Is there overlap on your two lists? If not, why?
- Discuss how each person's role fits into the larger goals of the organization.
- Ask your peers, bosses, and customers to describe what great performance in your role looks like to them. Make a list of easy things you can do and use them. Also capture one big thing you can do better and start working towards it.

¹ "Try FeedForward instead of Feedback." MarshallGoldsmithLibrary.com. Marshall Goldsmith, n.d. Web. 30 Apr 2013.

Video 4

- What are some ways your goals have changed over the last few years? How can you use that information to be better prepared for what may be expected in the coming year?
- Are there any pending changes (new regulations, office moves, leadership changes) you've gotten wind of? What work do you need to do to be prepared?
- Do you spend time reading the company newsletter, brushing up on industry news, talking with your colleagues over lunch about what's next? Why or why not?
- How large is your support network? Are there ways you can grow it or get better use out of it?

Video 5

Honor the past

- What are some ways that you have been emotionally expensive or dramatic? Were you judging and not helping or complaining?
- Was there anyone you were blaming?

Visualize the Future

- What can you do to be someone who steps up quickly when there is work to be done?
- How might you give the gift of your work freely while exacting no emotional cost from others?
- What are some ways you can avoid getting hooked up emotionally or caught up in the drama?

Videos 6 & 7

Honor the past

- Identify an area where you suffer from Learned Helplessness.
- What is the story you are telling yourself?
- Was there anyone you were blaming?

Visualize the Future

- As Byron Katie would say, "What would you be without that story?"
- What are some ways you can employ a more-accountable context?

Videos 8, 9, & 10

Honor the past

- Think of an area in work or life that brings you frustration.
- Is there anyone you are blaming?
- Are you arguing with reality?

Visualize the Future – Ask yourself these questions to restore your peace:

- What can I do to help?
- What do I know for sure?
- What can I do next to add value?

Video 11

Honor the past

- What are some real challenges you have?
- Have you let these excuses get in your way? In what ways?

Visualize the Future

- Assuming you cannot change the situation, think about reasons why this challenge could be there for your good.
- Ask yourself, "What are some ways you could see these circumstances differently (in a more positive context)?"

Video 12

- How has your outlook changed throughout the book or video series?
- How can you maintain the momentum?
- What are some ways you can share the Reality-Based message in your organization?