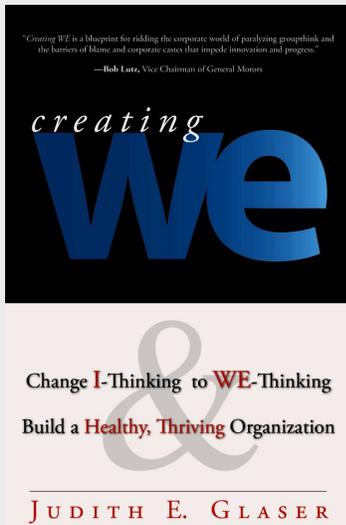


Creating We

360° Perspective on *Building a Healthy, Thriving Organization*



Why read this book?

Read this book if you are or consult a multi-international organization (or any company) that wants to be successful.

Glaser's approach to organizational health springs from a conversation with her husband over how to cure cancer. Just as cancer is a collection of toxic cells that replicate to overtake a body, cancer in an organization is a collection of toxic thoughts, actions and conversations that can be rewired with the right attitude, mindset and commitment, starting at the top of the organization.

Judith Glaser

...is an Organizational Anthropologist. She is one of the most pioneering and innovative change agents, consultants and executive coaches, in the consulting and coaching industry and is the world's leading authority on Conversational Intelligence®, WE-centric Leadership, and Neuro-Innovation. She is a best-selling author of seven business books including her newest best seller - *Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results*. Through the application of 'the Neuroscience of WE®, to business challenges, Judith shows CEOs and their teams how to elevate levels of engagement, collaboration and innovation to positively impact the bottom line.

Glaser founded the Creating We Institute, at the intersection of organization/leadership development, neuroscience and innovation, embarking on fascinating research with real-life applications in areas such as culture integration, sustainability, conversational intelligence, collaboration, gender consciousness, innovative intelligence, appreciative inquiry, human and business life cycles, and organization & evolutionary development.

A Glimpse

Glaser organizes the book into three categories: *Believing WE*, *Learning WE*, and *Being WE*. Before we go there, this summary would be an injustice without hitting on the preface and introduction to capture the origin of *WE* thinking.

Glaser's original theory was linked to Vital Instincts, a concept she created to shift thinking in an organization from territoriality to partnering (2) by using the same concept her husband was using



We Centric Companies ...

Have health conversations that build a common purpose, assert a strong leadership voice and focus on the work to be done

Clarify organizational ambition and create a strategic focus that encourages employees out of their comfort zones

Taps into new resources and underused talents

Exchanges knowledge between groups and geographies

Have Vital Conversations that challenge in creative ways

Create team agreements and clear decision making process

Redefine challenging circumstances to tell new stories that connect with customer needs

Focus on the positive, celebrate success, grow from failure and build hope and spirit into the organizational DNA

Provide everyone a way to find their voice and be fearless in creating the sense that we are in this together

(redacted from Preface, p. 9)

as CEO of a company curing cancer. The new approach promoted “how to cure cancer not by injecting poison into the system, but by reminding the system how to be healthy and normal” (3). At an organizational level, the cure for territoriality and silos was not in self-protection but in an mindset shift from *me* to *we*.

The Evolution from *Me* to *We*

There is too much to summarize in two pages, so this section will attempt to divulge the structure of the book.

Believing We is about “changing attitudes or beliefs” (25) about how to behave. It starts with the shifting the authority frame out of the amygdala, from foe to friend. It challenges self interest, recognizing how to establish “mutual accountability, shared responsibility and mutually agreed-upon results” (26).

Learning We is about new habits of mind; learning new skills and unlearning old ones. It starts with understanding the culture, creating environments where people can speak up (27), challenging the status quo and opening to transformation.

This requires the ability to embrace possibilities, breaking through comfort zones and working together to bring change. Opening that space requires “living together interdependently” and creating “conversational spaces for a bigger WE to emerge” (28). To do this we have to “shape and craft releasing conversations” and transform the culture by breaking old territorial storytelling habits to build new ones (29) that view the world collectively.

Being We shows us “how to face stressful situations in real time and express WE-consciousness through actions like working in concert. “Human beings want to be included and appreciated.

When we are not included, we feel left out and we reject the system that excludes us. We then turn to others to create our clan and are connected once again” (29).

Being We means creating connection to feel safe, loved, validated and healthy. Choosing to act from this perspective creates the best possible outcomes for everyone. The concept of *Creating WE* turns change management into *transformation* and it starts with ourselves, becoming *WE-centric* leaders.