Momentum Building Tool Kit
Flourishing Mind

Benefits of the Momentum Building Took Kit:

This tool kit provides additional theory about Flourishing Mind, powerful practices and suggested reading that will support you in generating Flourishing Mind and achieving your goals with more ease. For the best results, read the Tool Kit after listening to the Audio Training.

The foundational supports of Flourishing Mind include:

- appreciation for our own potential and the potential of our circumstances,
- an increasing awareness of cause and effect (karma),
- an increasing awareness of our inner and outer circumstances and
- a growing understanding of interdependence.

As we begin to cultivate Flourishing Mind, we will engage exercises to help develop the foundational supports. Keep these foundational qualities in mind as you engage Flourishing Mind and the suggested practices that develop them.

Flourishing Mind:

When we apply ourselves to professional goals such as creating a new product, starting a new business, increasing sales, attracting new clients, managing increased levels of business activity with more ease, approaching new leadership positions in our organization, or even personal projects like renovating a kitchen, we engage one of the two approaches of Flourishing Mind.

Learning more about these two approaches shows how they help or hinder our ability to accomplish what we set out to do, and consequently, how effectively and meaningfully we are able to use our time and therefore our lives.

Let's review these approaches in some detail:

1) Cause-Dominated

The Cause-Dominated approach is defined by the perspective that we must move from Point A (Starting Point) to Point B (Goal) and in the process there are obstacles that must be overcome in order to reach our goal. In this approach, the starting point becomes the cause which motivates action. It works with "what is." Often, "what is" comes with the underlying feeling of scarcity and the belief that there is something incomplete or needed.

For example: Your company is performing an inventory of a large warehouse. The starting point is the need to complete an inventory and the goal is having the inventory completed. As you begin to assess this project, you discover the warehouse is in disarray (obstacle) and that a clean-up must be performed first (overcoming the obstacle) in order to complete the inventory (goal). What may follow is frustration or uncertainty… "well we didn't know we would have to organize the entire warehouse!"

In the Cause-Dominated approach we are "surprised" when "things come up." Seeing changing circumstances as obstacles to success provides the conditions for uncertainty about our project and is a breeding ground for stress. In this environment our work tends to be characterized by the struggle to overcome obstacles in order to reach our goal, which seems to grow more and more distant as more obstacles arise. If we stay in the state of mind too long, we are susceptible to burn-out and discouragement and good business results will come at an extreme cost, or not at all.

2) Goal-Sustained

The Goal-Sustained approach is defined by visualizing that the end result has been successfully accomplished. Starting with the finished project, we invite the knowledge and energy of that accomplishment into the present moment. The project itself begins to inform us about what timing and action is appropriate for success. We may experience this as having things go our way— the right person, resource, or solution presenting itself at the perfect time.

Utilizing the energy and knowledge of our finished goal, when circumstances change, rather than feel derailed, we respond with flexibility; what is happening is a natural part of the flow of our project and the knowledge and energy to work with it are available to us.

The Cause-Dominated Approach to Time

Characterized by the completion of tasks in sequence, the Cause-Dominated method offers a linear approach to working. In this approach, you gather knowledge as you work. A common phrase from this approach might be, "When I see it, I'll believe it."

One common way of organizing time and labor in the Cause-Dominated approach is the use of a Gantt chart. While an excellent way to layout the steps to complete a job and see the inter-relatedness of individuals and teams involved, common mis-uses of this tool illustrate the challenges posed by the Cause-Dominated approach.

In structuring work as a linear process of moving from point A to point B with many tasks in between, the Gantt chart organization often fails to allow the natural unfolding of work to take place. If overly rigid, even small changes can upset the entire structure of a project.

If too accommodating with "time buffers" for unexpected developments, work can be drawn out endlessly. Furthermore, teams will often over-focus on their individual sections of a project at the expense of maintaining a global view of the final deadline or goal. This precludes the knowledge and energy of the *entire* project from informing their work. Thus, their deadline can press further into the future leaving other team members scrambling to get their tasks done so that the project can move forward.

The Goal-Sustained Approach to Time

Characterized by the vision of a completed project guiding an individual or team to their deadline, the Goal-Sustained method offers an all-at-once approach to work. Through the combination of the end result pegged in time by a deadline, the energy and knowledge from the successful completion of the project become available from the outset. A common phrase from this approach might be, "I believe it, therefore I see it."

With more knowledge available, the work informs you of what is necessary in order to move forward. Completing one step provides energy for the next in a dynamic process that recharges and sustains you.

As both knowledge and energy infuse the work, you come to embody the goal and its deadline. Without a rigid, pre-determined structure guiding, work obstacles can be dealt with flexibly. Knowledge and energy enable a mindset of, "if not this way, then I will do it another."

There are, however, challenges that can present themselves when working with the Goal-Sustained approach. One such challenge is that instead of utilizing inner resources, people may put their trust in the idea that "things will work themselves out." However, you cannot just put an idea out there and somehow will it to happen by itself. You must apply effort.

While both approaches are prone the different challenges, the combination of the Cause-Dominated and Goal-Sustained methods provide the foundation for a successful project. Each must be utilized as appropriate to the task at hand. When a project is too rigidly organized or de-railed by obstacles, the Goal-Sustained approach offers a global vision, flexibility, and new sources of knowledge and energy. When a project is too lofty and lacks a concrete path of action, the Cause-Dominated approach can help establish a focus for immediate action.

Qualities of the Goal-Sustained Approach

- Openness
- Improved Collaboration
- Accomplish More in Less Time
- Appreciation
- Confidence
- Joy/Lightness

Qualities in the Cause-Dominated Approach
- Satisfaction from Tangible Accomplishments
- Organization
- Clarity

Satisfaction from Tangible Accomplishments: As you apply effort and care to complete a job, a finished task lends the feeling of satisfaction from the work. Such satisfaction, often immediately felt, can act as motivation to accomplish other tasks along the way.

Organization: Utilizing a linear structure allows an understanding of what must be done and when. Thus, there is a concrete structure connected to time.

Clarity: Working with "what is" provides focus allowing you the opportunity to fine tune and make precise your actions which in turn provide a higher quality result.

Two Paths – One Goal
Start to become familiar with both the Cause Dominated and Goal Sustained Approaches to work and business. Take some time and see where you may have applied both approaches in the past, or where you may have seen others apply these approaches. ***Note if you have had trouble meeting goals or meeting them on time, this may indicate you have spent too much time one approach and not enough with the other.*** Practice skillfully moving between both approaches to get the very best results.

Practice: Visualize Your Result Now
Fully visualize a result you wish to achieve this month. Consciously and directly connect this result to your larger departmental goals. See this result having been reached. Take these steps:

1. Close your eyes. Imagine the people you are working with, the relationships you have cultivated, see CAHEC and your team flourishing and your goals achieved. Feel the result in your body. Spend 10 minutes doing this. Time yourself.

2. Write down what you see in detail, what does your office/workplace look like? See your team members and others you depend upon to achieve this goal in detail. What actions do you take regularly to achieve the goal? What are the interactions like?, What is making you happy? How do colleagues, students, clients and customers respond? What are your specific results? Why is your work important to others?

   Be as specific as possible. What will it be like when this goal and vision is achieved? By when do you desire this to be so? Be specific. Be prepared to share this in the coaching form.

2. Hold this vision in your mind and body throughout the day. See and feel it is accomplished. If you lose touch with this vision, take a few minutes to go back to

your notes and revitalize it.

3. Let your desired result now inform your actions. What are the most important next steps you need to take this month to move toward your result being realized? Take time to see this clearly and write the next steps down. The practices below will help you begin to get those results.

Cause Dominated Approach:
Recognize there will be obstacles. We want to become very good at overcoming and transforming obstacles. This is an important skill. See how the practices below can help.

> *"As we achieve our first goals, we see new connections*
> *that make it easier to move forward to the next set of goals."*
> *-- Mastering Successful Work* by Tarthang Tulku

Practices for Working with Cause-Dominated and Goal-Sustained Approaches

Practice 1: Exercise A: Silence Clarity and Ease - the Body p. 243 Mastering Successful Work We suggest you do this exercise every morning before you begin you work. It is four minutes in length.

The meditation is recorded and on the Ruzuku site available for download. Listen to the Introduction the first time you practice, then you can simply listen to the main meditation every morning. It is an excellent preparation for Flourishing Mind. It can be very powerful to do as a group to begin your day.

Practice 2: Just Do It
Sometimes a careful plan is required to accomplish a job, but at other times you can just do it immediately without any wasted thought or talk. There is a rule in office management that you should never handle a piece of paper more than once: See if you can meet that standard. The more you stay swiftly and neatly on top of things, the sooner you will see results. For the next month, see how many jobs you can handle as they come up, in just a few minutes. Be careful to stay balanced so that you do not let such tasks distract you from the main focus of what you are doing. Keep track of how you do.

Reading from *__Mastering Successful Work__* - Chapter:
> Developing Awareness

Reading from *__Master Work__* - Chapter:
> Positive Knowledge

If you have questions please feel free to email Teri email at
terib@skillfulmeanstraining.com.