

# Engineering Workplace Commitment

## Intended Outcome

*Enabling a culture of commitment in the workplace.*

According to historians, anthropologists and philosophers, the ability of humans to language is precisely the skill that allowed us to survive and thrive in an ancient world where we were not as strong as a baboon, not as fast as a cheetah and without the keen sense of smell of a hyena. “Speech Act Theory” describes human communication as producing the kind of action that has led to humans being the dominant species on the planet. In today’s workplace “jungle,” communication is more than just conveying information. Rather, it produces commitments and conditional promises essential to our business “survival.”

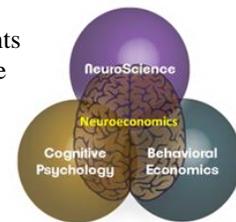
The corollary to workplace leadership is followership. Followers are produced when leaders are able to craft powerful, compelling narratives that take care of the concerns of their followers. It is only through such language that workplace commitment occurs between leaders, followers, peers and superiors.

Through both academic learning and practical linguistic exercises, participants in this program will develop new skills and sensibilities to interact in the workplace through “Conversations for Action.”

## Our Framework - Neuroeconomics

This course uses distinctions from the field of neuroeconomics to, first, help participants understand how we humans are engineered to interact and, second, to learn how to craft more powerful oral and written narratives by using proven research and outcomes revealed by each of the following three disciplines:

- **Cognitive Psychology:** Attention, memory and use of language.
- **Neuroscience:** How the brain is organized and functions.
- **Behavioral Economics:** Decision making under risk and uncertainty.



## Program Content

The program relies on both academic instruction and practical exercises drawn from the works of internationally recognized thought leaders and Nobel Laureates. Key topics covered include:

- **Five universal “speech acts”** used in all workplace communications.
- **Four observable attributes** for building and re-building trusted relationships.
- Ethically profiling peers and subordinates in order to craft more powerful leadership narratives.
- Recognizing and eliminating common yet unproductive workplace moods.
- “**The Beginner’s Creed**” and its impact on changing workplace environments.
- Managing accountability and ownership using the “**Basic Action Workflow**.”
- Exploring Amazon’s emerging management principle of “**Disagree and Commit**.”

## Practical, Tailored Exercises

*Learning to apply these linguistically powerful tools to everyday experiences.*

Interleaved with the academic content are customized, individual and group exercises conducted in our “linguistic gymnasium.” These practical sessions enable participants to adopt and adapt the distinctions to their everyday workplace environment. Like having a strength coach, the workouts promote more effective and efficient coordination of our conversational muscles. The scenarios have been thoughtfully designed to address the concerns across nearly all workplace functions – engineering, program management / operations, contracting, finance / accounting, sales / business development, and public relations / marketing.

## Our Framework's Foundation

*Appropriating the works of accomplished thought leaders.*

Our training materials cite seminal works from accomplished military leaders and business professionals to include:

- Philosopher-Entrepreneur Fernando Flores: *Conversations for Action and Collected Essays: Instilling a Culture of Commitment in Working Relationships* (copy provided to all participants)
- Biologists Humberto Maturana and Francisco Varela: *The Tree of Knowledge: The Biological Roots of Human Understanding*
- Behavioral Economist and Nobel Laureate Dr. Daniel Kahneman: *Thinking Fast and Slow*
- Stanford Computer Scientists Terry Winograd and Fernando Flores: *Understanding Computers and Cognition: A New Foundation for Design*
- Navy SEALs Jocko Willink and Leif Babin: *Extreme Ownership: How U.S. Navy SEALs Lead and Win*
- Stanford neuroendocrinologist Robert Sapolsky: *Behave: The Biology of Humans at Our Best and Worst*
- Social Worker Brené Brown: *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.*

## Proven Instructional Technique

*Positive testimonials from hundreds of government and industry participants:*

- *“Instructor commanded knowledge of the topic.”*
- *“Gained new insights into how I can better interact.”*
- *“Great class! Really helpful and a new perspective on things I thought I already knew.”*
- *“Best, most useful training I’ve taken so far.”*
- *“Very helpful when he tied in examples in the military setting.”*

## Program Delivery

*Designed using talent development best practices with real-time assessment.*

We offer customer-driven content delivery solutions designed for maximum retention irrespective of the format – onsite or online, single-session or multi-session, traditional or “flipped” classroom pedagogy. Where permissible, we offer a DARPA-based, scientifically-proven capability to measure the relative level of each participants’ immersive experience allowing the instructor to adjust the delivery in real-time.

## Included Materials

- Workshop manual / notetaking guide
- Engineering Workplace Commitment™ Mastermind Mandala™
- *Conversations for Action* textbook

*It's far more important to know  
what person the disease has than  
what disease the person has.  
- Hippocrates*

## Instructor



Jeff Goldfinger

- Former U.S. Naval Flight Officer
  - Joint military operations, programs, and procurement experience
- Higher education teaching experience
  - Cumulative 20+ years; thousands of students
  - Civilian and military; vocational to master's degree
- Aerospace & Defense industry PM, Sales, BD, P/L responsibilities
- Armament University Instructor, Picatinny Arsenal, 2013 - Present
- B.S., Computer Science, Northwestern University
- M.S., Higher Education, Walden University (currently enrolled)