

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.”

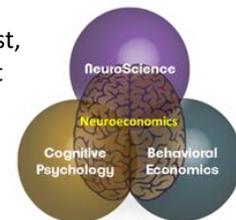
The corollary to workplace leadership is followership. Followers are produced when leaders are able to craft powerful, compelling narratives that take care of the concerns of their followers. It is only through such language that workplace commitment occurs between leaders, followers, peers and superiors.

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 help participants, first, 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 Group Exercises

Learning how to apply the distinctions to your real-world situations.

According to seminal work by Stuart and Herbert Dreyfus for the U.S. Air Force, there are six levels of skill acquisition: Novice → Advanced Beginner → Competence → Proficiency → Expertise → Mastery. They further claim that only by feeling the emotional ups and downs of success and failure can we humans ever progress to the upper half of this scale. In other words, the best we can hope for in a purely academic, classroom setting is minimal competence. Therefore, we have designed a delivery method with practical exercises that will require the participants to employ the learning in their daily interactions.

Our Framework's Foundation

Appropriating the works of accomplished thought leaders.

Our training materials cite many well-researched and proven theories from a variety of disciplines as well as the works of accomplished military leaders and business professionals.

- Philosopher-Entrepreneur **Dr. Fernando Flores**: ***"Conversations for Action."***
- Biologists Drs. H. Maturana and F. Varela: ***"The Tree of Knowledge: Biological Basis of Human Understanding"***
- Nobel Laureate, Dr. Daniel Kahneman: ***"Thinking Fast and Slow"***
- Stanford Computer Scientist Dr. T. Winograd (with Dr. Flores): ***"Understanding Computers and Cognition"***
- Navy SEAL Jocko Willink: ***"Extreme Ownership"***
- Brené Brown: ***"Dare to Lead"***

Proven Instructional Technique

Positive testimonials from hundreds of the U.S. Army's Armament University 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

This program is designed to be delivered in three phases:

1. Phase 1: "Inoculation" – Full-day classroom setting to introduce new linguistic distinctions.
2. Phase 2: "Inculcation" – Series of weekly practical exercises using real-world situations.
3. Phase 3: "Magnification" – Full-day classroom session to increase the probability of long-lasting effect.

The exact duration and timing of each phase are adjustable based on your specific business situation and intended outcomes as co-invented by the facilitator and your company's sponsor.

Included Materials

- Participant manual / notetaking guide (included).
- Engineering Workplace Commitment Mastermind Mandala™
- Textbook: "Conversations for Action" by Dr. Fernando Flores

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

Founder / Educator



Jeff Goldfinger

- Retired U.S. Naval Flight Officer.
- Military operational, procurement and program experience.
- 20+ years of instructional experience.
- Naval Postgraduate School Instructor, Monterey, CA, 1996 – 1999.
- 20+ years in the aerospace and defense (A&D) industry.
- A&D program manager, business development, business unit leader.
- Armament University Instructor, Picatinny Arsenal, 2013 - Present.
- B.S., Computer Science, Northwestern University.
- FAA Commercial Pilot, Instrument Rated, Single Engine Land Category.