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FROM CULTURE TO TRIBE OF BELONGING



EMOTIONAL SOURCE CODE

In a nutshell



- ↑ **Behaviors** are driven by Beliefs and Values.
- ↑ **Beliefs and Values** are held in place by Identity.
- ↑ **Identity** is determined by the subjective Anatomy of Meaning.
- ↑ **Anatomy of Meaning** is our interpretation of our ESC for survival.
- ↑ **Emotional Source Code** ESC is the emotional DNA given by the situational circumstances of your formative environment.

For the past three decades, companies have been obsessed with culture. They've thought of culture as a cure-all. "If we had the right culture, we'd attract the best people; they will be engaged and loyal, etc."

CULTURE ISN'T THE ANSWER ANYMORE.

BELONGING IS!

Billions of dollars have been spent by organizations like yours, each one trying to improve engagement. Yet, even before the pandemic, the research showed that engagement had not improved; in fact, it has consistently declined. Now we find ourselves in a post-pandemic world where organizations are dealing with the "quiet quitting" phenomenon where the people you pay are turning up to do the very least possible.



Equally, organizations have spent billions on culture; they mimicked big tech, putting in foosball tables, espresso machines, and bean bag chairs. All these things were, at best, temporary novel distracts, and, at worst, they created an even more profound sense that the organization didn't get its people.

Pre-pandemic many of even your most talented people felt like they had to leave who they were at home in order to "fit in" at work. Today, those same people have had a couple of years to reconsider what really matters to them, and "fitting in" with an organization's culture isn't it.



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Meaning is a primary driver for humans, and we quickly feel the pressure to separate from what gives us meaning when we have to "fit in" to a culture. However, belonging to a tribe will give that same person a sense of meaning that drives them to want to be here and make a difference.

WE LIVE IN A TIME WHEN ORGANIZATIONS ARE, OR VERY SOON WILL BE, CONFRONTED WITH THE REALITY THAT WE MUST FIND A WAY FOR PEOPLE TO BELONG RATHER THAN JUST FIT IN.

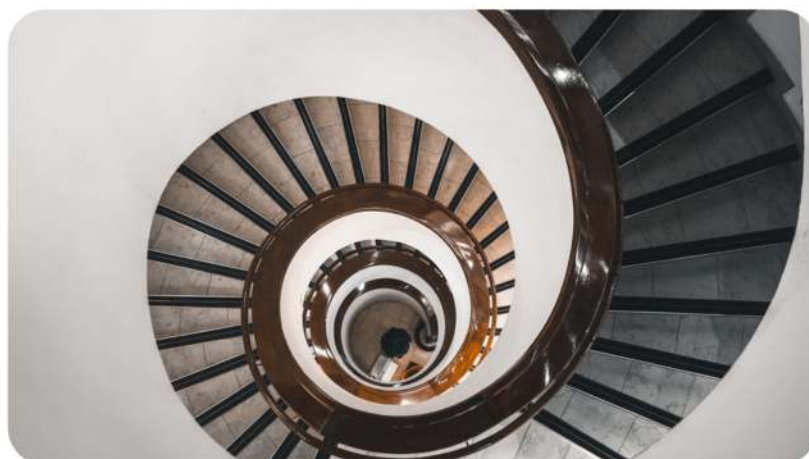
Business Leadership is at a pivotal point in our history. Many have lost faith in traditional institutions (including capitalism).

Business owners and leaders can shift the world faster than any other institution. When the pandemic hit, giant ocean liners of industry changed direction despite everyone's expectations in as little as 21 days! Contrary to what we may have believed, we have the power and agility to steer our organizations and the world toward a better horizon.

But one thing is glaringly evident; we cannot do it without total buy-in.

NORMAL IS DEAD!

At every turn, our idea of "normal" faces enormous challenges. Global nationalism has risen again after we believed it would never return after the devastation of World War II. In 2008, a global financial recession stripped away our remaining trust in financial institutions. In 2016 the United States elected a reality T.V. star to the highest office in the land. In 2019 a global pandemic compelled us all to examine the workaholic hamster wheel we'd been blindly running on. Forced to stay home, we began to question the meaning of our lives. Covid 19 became a giant Psychological Pause that would finally have us examine what we have held as normal.



SOCIETY BEGAN TO QUESTION GOVERNMENTS AND THEIR INSTITUTIONS.

On May 25, 2020, George Floyd was murdered by police officers, and riots broke into the streets across the world. Yet many people kept believing we could return to "normal." Then on February 24, 2022, what might have been the death blow was delivered to our sense of normal. Russia invaded Ukraine, and nuclear war became possibility for the first time since the 1980s. All the while, business leadership is feeling the massive strain of global supply chain issues and dealing with what is now known as both the "great resignation" and "quiet quitting"- an enormous lack of engagement or buy-in.



ABANDONING THE OLD TRIBE.

Each of us personally, organizationally, nationally, and globally faces the challenge of examining the false confines of what we had called normal. Instead, we must look for and actively enact ways to bring very different factions of our families, organizations, and nations together.

Humans have an evolutionary need to belong, and we are hardwired to belong to a tribe to keep us safe. "Normal" is a way of telling ourselves that our tribe is stable.

However, things go very wrong when we trade our need to belong for fitting in. When we fit in, we will distort ourselves to be part of a normal that is not who we authentically are.

For the first time since the beginning of the industrial age, the most extraordinary talent available today are walking away from jobs, even careers that expect them to "fit in." People want to belong, and belonging means bringing all of who they are to work. That their work is not only a place that's safe for full self-expression, but just as importantly, it's also a place of deep meaning.



Companies committed to thriving in this ever-evolving environment can no longer get by without a clear sense of purpose. However, manufacturing a purpose because it's trendy will fail fast. For your purpose to stick, it must come from the Emotional Source Code of your company's soul, and it must directly connect to the Emotional Source Code of everyone on board. An out-of-alignment manufactured purpose will instantly cause your people (employees and customers) to distrust you and the organization!

This means we must have absolute accountability to not just a "why" but the "why of the why." This is the crux of what it means to find your purpose in the Emotional Source Code. In other words, this is not simply a company purpose we display in our media and paperwork. No, this is a purpose we, each employee, know specifically and personally why it matters to us. Each team member, from the bottom to the top, is sincerely and emotionally invested in the purpose.

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Whether or not we are aware of it, fitting in requires a person to distort who they are, push away, and disenfranchise parts of themselves in order to be accepted. Conversely, when we belong, there is space for us to bring all of who we are to the table. This is hugely advantageous for both employee and employer because any skills and talents hidden away in the conformity of "fitting in" are now given space to breathe and grow. We see evidence of this where young leaders walk away from higher-paying jobs with a traditional hierarchy. Many young leaders will sign up for less pay because they believe their voice will be heard in the new position, and there's a dress code that won't ask them to fit in.



THE CORPORATE IDENTITY CRISIS

What if this "identity crisis" represents a call to reconnect to our soulful selves and actualize our growth?

Sometimes it takes a traumatic event to push us into a deeper and more actualized version of ourselves by letting go of what we've believed to be our identity.



The internet, the digital revolution, global economies, the shifting faces of power, and a pandemic have left many countries, in one form or another, in an identity crisis.

In both an individual and collective sense, our curiosity has been awoken, and we are asking ourselves – who are we?

The fascinating dichotomy is that in our quest to "fit in," we have become isolated from each other. When we give people who don't look like, sound like, or think as we do a place to belong, the world becomes a kinder, more compassionate, collaborative place where we can do well by doing good.

Stay curious my friend; stay curious about what's repressed in your organizational **Emotional Source Code** that would be the transformation that would catapult your organization into a legacy organization.



Thank you!

THOSE WHO CONTROL
“MEANING” FOR THE TRIBE, ALSO
CONTROL THE MOVEMENT OF
THE TRIBE

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