

# JARDENA LONDON

TRANSFORMATION BUSINESS CONSULTANT

## 5 STEP PROCESS TO A WORKPLACE WITH *soul*

### **CULTIVATING TRANSFORMATIONS**

A LEADER'S GUIDE TO CONNECTING  
THE SOULFUL AND THE PRACTICAL

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## ABOUT ME

My mission is to create workplaces that are healthy, productive, and soulful. I use healthy in this context to refer to emotional health. I don't believe that we need to suffer through work so you can enjoy life later. We spend so much of our lives working, that work should be as joyful as anything else we do. There's absolutely no reason that a healthy, soulful workplace can't be productive. In fact, the healthy and soulful workplaces tend to be more productive than dreary ones.

Every organization has the potential to flourish. Many have just modeled themselves after machines, and drew on a vicious cycle. Turning it around is a matter of connecting the practical back to the soul of your organization. The practical side means that we don't forget about financials. Money is the fuel that feeds the soul of a thriving organization.

*-Jardena*

Transformation and Agility Consultant, Author, Keynote Speaker, Certified Facilitator of Brene Brown's groundbreaking training program for organizations, Dare to Lead, and Founder of Souls@Work.org.

# 5 STEP PROCESS TO A WORKPLACE WITH *soul*

In order to survive in today's world, companies need to be adaptive, and responsive to their environment. They need to be more like a living system and less like a machine. The key difference is that living systems have a soul, something innate that allows them to expand into possibilities that don't currently exist. Machines are limited to "what is", which is why change is so hard in organizations today.

With a little soul, your change becomes dynamic and fluid.

## **Where do we start?**

A simple thing you can do today is to identify a soulless process in your organization and apply the ***5 Steps to Soul in the Workplace.***

The changes will be subtle at first, but you'll see them grow over time.

The 5 Steps to Soul in the Workplace, is a framework to work through alone or with a team. You can apply this process to micro or macro situations in your workplace. I recommend starting with something small, for example, budget planning;

1. **What is the soulful purpose?**
2. **What makes it soul-crushing?**
3. **Where does it validate Power, Freedom & Connection?**
4. **What tensions are at play?**
5. **What would it take to bring in soul?**

# 1. WHAT IS THE *soulful* PURPOSE?

Why do we have this process in the first place? Put all cynicism aside for a moment, what is the real reason we need this process, or why did someone think we needed it? In the case of budget planning, perhaps we need to allocate investment in order to ensure that the company continues to thrive and provide employment for the many that depend on a paycheck.

You may have to dig deep, try asking the “5 whys” to really get to the heart of the process. This will be important later when we re-imagine the process, the purpose will be part of our design criteria.

## 2. WHAT MAKES IT *soul-crushing*?

**Now here's where we get to vent.**

If there's a lot of pent-up frustration, you might even start with this step. Let it out, what do you hate about this process? If you're working in a team, you might facilitate this as an anonymous brainstorming. What is soul-crushing about budget planning? For many it's the underlying assumption that it's a zero-sum game, and we're all pitted against each other. It's not focused on the collective good. You want to know all the things that are crushing people's souls, so that you can re-imagine a process without the soul-crushing parts.



### 3. WHERE DOES IT VIOLATE POWER, *freedom* & CONNECTION?

Once we have all vented, we'll try to nail down those complaints into violations of the 3 tenets of soul. If there are things that don't fit into these 3 categories, just put them in 'other', but most usually fit into one or more of these buckets.

When it comes to Budget Planning, **power** is violated because each leader is put in the position of 'begging for money' and hoping that the person with power over will seem it worthy and approve it. Meanwhile, your bonus and promotion are resting on your meeting goals dependent on your budget.

One way **freedom** is violated in many budget planning models is that people don't have the freedom to move funding laterally. Have you ever seen someone transfer money to a peer? I have seen it happen, but it's rare. It's not a collaborative process, it's a negotiation.

And finally, the **connection** often shows up in that as a manager I am responsible to go fight to the death for funding, in order to keep my team employed. My connection and trust I've built in my team is threatened each time we talk budget.

*power*

*freedom*

*connection*

## 4. WHAT *Tensions* ARE AT PLAY?

**"Tensions are defined as seemingly opposing forces that can be leveraged together for generative purposes."**

In other words, what opposing forces are pulling us apart, that could be pulling us together? *At this point, just answer the first part, what forces are pulling us apart?*

In the case of budget planning, it usually reflects deeper tensions in the company. The most common one in budget planning is "investment in short term and investment in long term". That discussion can go around and around, and splitting the difference usually serves neither. The company needs to decide what the long-term strategy is and how the short-term will serve the long term.

Budget planning is simply the place where a lack of clarity around strategy happens to show up.

## 5. WHAT WOULD IT TAKE TO BRING IN *soul*?

At this point in the process, you've unpacked all the baggage that was sucking the soul out of your process. Take a moment to breathe, take a break and when you reconvene ask the question, what would it take to bring in soul? If you could create a dream budget planning process, what would it look like? Steps 1-4 give you your design criteria, step 5 asks you to use your imagination.

Design thinking tools can help with this step.

As an example, for a team I worked with, one key to better budget planning was to disentangle prioritization, capacity, and funding. Another key was to allow the movement of funds between peers. Better goal-setting freed people up to shed initiatives and funds without fear of looking bad or getting a bad performance review. Pretty small changes that didn't require a huge process overhaul, but made a big difference in lifting the soul-crush from the process



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WANT TO CREATE A HEALTHIER, *fun*  
AND MORE PRODUCTIVE WORKING  
ENVIRONMENT?

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I can help you combine Business Agility practices and structures, with Dare to Lead culture work and bring in the soul connection.

My mission is to help organizations create soulful, productive, and fun workplace environments that support organizational and cultural change together with improving profitability. My work spans both nationally and globally to consult mid-size to Fortune 50 companies on Enterprise Business Agility with heart.

I have a diverse background in programming, project management, along with launching multiple startups which have created a dynamic lens through which I can see what challenges an organization faces and help them reach their productivity goals, whilst creating a more positive, healthier workplace environment.

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"Straight-forward and simple, yet deep and inspiring"

Laurie Reuben // Amazon 5-star review



"Here's the blueprint for the future of product development consulting that you can use today"

David O. Levine // Amazon 5-star review



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