
Tool 11-1**The Hero's Journey**

We are all heroes (male and female alike)—just getting up every morning and facing the day makes us heroes. And certainly navigating our way through this world of change takes incredible heroism.

Story of Origin

The place you begin: You're moving through life, minding your own business and then. . . . (Snow White is living with an evil stepmother, but seems content playing in the garden with birds, and is loved by everyone.)

Call to Adventure

Internal Calls: The little voice inside that says it's time to make a change, to take an adventure (switch jobs, move to a new place, get married or divorced). We have the choice of answering or not.

External Calls: Forces outside yourself thrust change upon you (drafted into the military, lose a loved one, hit the lottery, get fired). We have no choice in the matter (except in how we choose to handle it). (The magic mirror on the wall tells Snow White's evil stepmother that she is no longer the most beautiful; that Snow White is. This sets the stepmother into a rage and she demands that her woodsman take Snow White to the woods and kill her.)

Guardians of the Threshold

External: Those around us who try to persuade us not to answer the call to adventure; naysayers. Can be loved ones, friends, or even strangers who challenge us to defend our choices: "Why leave the company? You have such a secure job!" "You're crazy! Why do you want to do that?" "You're moving where?"

Internal: The little voice inside that says, "Don't do it!" "Why shake things up?" "Better to leave well enough alone." These voices try to persuade us out of answering our own internal calls to adventure—we have the choice not to answer the call. Some people suppress their internal calls to adventure for months, years, or even a lifetime and sometimes end up saying, "I wish I had. . . ." (The little birds try to warn Snow White about the kind woodsman's real motives, but she doesn't listen to them.)

What voices did you hear? Who were some of your naysayers?

Allies

Those who assist us in preparing for the journey: Friends, family, and strangers who contribute wisdom, strength, training, and support. Allies can appear throughout the journey. Who have your allies been? (The Woodsman, although a slave to the evil stepmother, decides to spare Snow White and pretend he has killed her.)

continued on next page

Tool 11-1, continued**The Hero's Journey****Crossing the Threshold**

You ignore the naysayers and go for it: You answer the call, accept the challenge, begin your journey, and promptly find yourself in the. . . (Suddenly, and perhaps for the first time, Snow White is alone in a deep, dark woods with nowhere to go.)

Belly of the Whale

What would it be like to be in the belly of the whale? Dark, wet, smelly, scary, lonely. It seems as though you have no control over where you are going. May seem like you'll never get out. This is like Bridges' neutral zone—a time of reflection and introspection, of finding out who you are, what you want, and what you are made of (strengths, weaknesses, dreams, visions, and identity). Being carried under water is symbolic of an internal process of discovery. (Unfortunately, Snow White does what most girls in fairy tales do: she lies on the ground and cries herself to sleep.)

Road of Trials

You've escaped the belly of the whale, but there are more challenges ahead. You are prepared to face them—you know who you are, you have vision of what you want, and you are aware of your limitations and fears. You meet the challenges and overcome them (although you may struggle with some). Each challenge offers its own learning and adds to your strength. (Snow White is startled awake by the singing of a team of seven dwarves returning from a day at the diamond mines. She decides to talk with them.)

The Accomplishment (The Gift)

Success! You have achieved what you set out to do (have slain the dragon, rescued the princess, found the buried treasure). Sometimes when you achieve success in your journey it is widely recognized and heralded (high school graduation is an example). Other times the recognition of success happens quietly—you just wake up one morning and realize that you have achieved what you had hoped (put your life back on track or adapted to the new job). (Snow White finds new happiness as the housekeeper for the dwarves. But her joy is short-lived: The magic mirror turns her in, and the evil stepmother tricks her into eating a poison apple, which causes her to fall into a deep coma. Her one true love, the prince, returns after killing the evil stepmother to find Snow White, kisses her, and she is saved.)

Magical Flight

A period of basking in the glow of your success. Cruising along, enjoying life in its new form (due to the change you've made). (Snow White and her true love ride off into the sunset together.)

Guardians of the Threshold

As you fly back to the place you began (either physically or mental/emotionally), you may encounter some of the same external naysayers. They tend to be sarcastic and try to

continued on next page

Tool 11-1, continued**The Hero's Journey**

diminish your experience and growth. (Perhaps the birds warn her that she is jumping into this marriage with her true love a bit too suddenly. Perhaps the dwarves are not thrilled that she is leaving their service.)

Orchestrator of Two Worlds

You return “home” and find that everything is pretty much as you left it. You, however, are different and you cannot quite fit back into your old niche. You have one foot in each of two worlds/lives—the one you used to be a part of before the journey and the one you now belong to as a result of your growth or change. The old aspects of yourself are still there beneath the new persona you have grown into. You walk the line between these worlds until you establish a new place for yourself. (Snow White returns to the land of royalty to be a queen. Unfortunately, she has become accustomed to taking risk, living in the wilds, and pretty much having her own way. Palace life is boring and suffocating. The cycle starts again . . .)

Once a new order has been established in your life . . . the cycle starts again.

The model is a hopeful one: You won't be in the Belly of the Whale forever. That awareness can help you track your progress through the process of transition. It can be helpful to know where you are along the way. This understanding may help you see change as an opportunity for growth.

It is important to emphasize that

- ◆ Allies change as you progress through a transition—you have different friends.
- ◆ There are critical points of crossing that roughly take you in or out of Bridge's Neutral Zone.
- ◆ Most importantly, the journey is circular and never-ending. As soon as you are “done” making the transition from one event (you probably don't even know you are done), another begins.

Luckily, we are all heroes.

Tool 11-2**Systems Thinking**

Slide 8-91 defines Systems Thinking and shows one loop of a Causal Loop Diagram, which can be read as follows:

As Bookings increase, Revenue also increases (the "s" indicates that the variable increases or decreases in the same way; the "o" indicates that the variable increases or decreases in the opposite way). As Revenue increases, the Investment in Sales increases (we can invest in hiring or training more salespeople). As Investment in Sales increases, Salespeople increases, which ultimately increases Bookings.

Obviously, if it were this easy everyone would be successful, so there must be other stories (loops) involved in answering such questions as "Why are our sales struggling?" The complete story is on slide 8-92. Notice that as demand increases, capacity to produce starts to run out. This triggers building new capacity, but by the time it is in place, poor delivery and poor product quality have driven down sales.

The point of Systems Thinking is that we must take a systemic view of problems. Quick fixes often make problems worse or, at best, don't improve anything. Systems Thinking allows us to look at the big picture before reacting.

Tool 11-3**Mini-Evaluation**

Instructions: We want this workshop to be beneficial to you. Please take a few moments to help us adapt to your learning needs. Place a checkmark in the appropriate boxes below.

1. How do you feel about the pace of the class?

- Too fast
- A little quick
- Just right
- A little slow
- Too slow

2. How do you feel about the content of the material?

- Too basic
- A little basic
- Just right
- A little hard
- Too hard

3. How do you feel about the instructional style?

- Too much lecture
- A little too much lecture
- Just right
- A few too many exercises
- Too many exercises

Please share any comments that you think would help the facilitator make the workshop more pertinent to you. . . . Thank you!

Tool 11-4**General Workshop Appraisal**

Comments: E = EXCELLENT VG = VERY GOOD G = GOOD F = FAIR P = POOR

	E	VG	G	F	P
Instructor's presentation of the subject					
Instructor's knowledge of the subject					
Course content					
Satisfy your objectives					
Overall course appraisal					

- ◆ What other sessions/workshops would you be interested in attending?

- ◆ Are there others you feel would benefit from this workshop?

Name

Address

Phone number

Services in which he or she might be interested:

Name

Address

Phone number

Services in which he or she might be interested:

Name

Address

Phone number

Services in which he or she might be interested:
