

A Values Coach Inc. Solution

The Pickle Challenge™

For a More Positive Workplace Culture



A Positive Way to Eliminate
Negative Behaviors and
Build a Stronger
Culture of Ownership

Program description and
invitation to participate in
The Pickle Challenge 2.0

GUARANTEED 50X RETURN ON INVESTMENT!

SEE PAGE 16 FOR DETAILS.

**50x ROI
GUARANTEE**

A special invitation to join Joe Tye and Bob Dent, co-authors of the award-winning book *Building a Culture of Ownership in Healthcare*, in the movement to replace toxic emotional negativity with joy and passion by making your organization a PFZ (Pickle Free Zone) and to share your success stories at the Values and Culture Leadership Summit in New Orleans.




The Pickle Challenge

The Pickle Challenge replaces killjoy with make joy!

Toxic emotional negativity (TEN) hurts every dimension of your organization, including employee morale and engagement, quality and safety, patient satisfaction, productivity and financial performance.

Join The Pickle Challenge 2.0 for a clear-eyed assessment of where you stand now and a proven intervention to eradicate TEN by raising awareness of and intolerance for bullying, disrespect and incivility, gossip and rumor-mongering, and chronic whining and complaining.



**The Pickle Challenge
makes it fun to be
positive and easy to
confront negativity!**

“Joy in work – or the lack there of – not only impacts individual staff engagement and satisfaction, but also patient experience, quality of care, patient safety, and organizational performance.”

Perlo J, Balik B, Swensen S, Kabcenell A, Landsman J, Feeley D.
IHI Framework for Improving Joy in Work. IHI White Paper.
Cambridge, Massachusetts: Institute for
Healthcare Improvement; 2017.

10 Reasons Why Your Organization Should Join The Pickle Challenge for Charity

1. You will engage your team in a **dialog about mutual expectations** regarding acceptable attitudes and behaviors in the workplace.
2. You will help your people become more aware of, and more intolerant of, toxic emotional negativity in themselves and in others.
3. You will give your people the tools and the words to **confront toxic emotional negativity** in a way that is fun, lighthearted, and effective.
4. You will redirect thousands of hours of paid time currently wasted on complaining, gossiping, and other anti-productive behaviors into caring for patients and investing in personal growth and education, **achieving a guaranteed 50x return on your investment.**
5. You will receive an objective culture assessment, including both a comparison with the Values Coach data base and a before-and-after surveys.
6. You will spark a friendly competition that will inspire creative approaches to **foster a more positive culture**, including the amazing pickle jar decorating challenge.
7. You will stage a media-worthy series of events and activities that will **give visibility to your organization** and also help to raise public awareness of the personal health impact of attitudes.
8. You will **raise money for a worthy cause** – one that pulls on the heartstrings of your people.
9. You will have the opportunity to **share your success stories, and learn from others**, at the Values & Culture Leadership Summit to be held in New Orleans in March of 2020 (hosted by Children’s Hospital New Orleans).
10. You will be part of launching a national movement to **help people take greater personal responsibility for their attitudes and emotions**, making an important contribution to reducing compassion fatigue, burnout, and dropout.



Who Benefits?

Employees

Your people get a more positive and pleasant work experience, which will be reflected in higher employee engagement.

Families

Employee's family members get a happier and less stressed spouse or parent coming home at the end of the shift.

Patients

Your patients get more genuinely pleasant and empathetic caregivers, which will be reflected in improved patient satisfaction survey results.

Administration

Engaged employees, improved productivity, restored joy in caring, and a focus on the true mission of the organization.

Hospital Finance

You will see a significant increase in productivity and a reduction of overtime and agency expense as all those thousands of hours that are now wasted on complaining, gossiping and other forms of TEN are converted to productive use.

Middle Managers

Your middle managers get new tools for eliminating incivility, bullying, and toxic emotional negativity from their areas.

Human Resources

Our proprietary VCI-17 Culture Assessment Survey gives you a unique perspective on how people view your culture, plus consulting reports with innovative recommendations.

Risk Management

A toxic emotional climate prevents people from reporting problems and confronting inappropriate behaviors – and has been associated with patient harm and deaths.

Your Charity

Your designated charity gets a nice check, and you both have a beautiful photo op to share your story.



I've Taken The Pickle Pledge

**"I will turn every complaint
into either a blessing or
constructive suggestion."**



By taking **The Pickle Pledge**, I am promising myself that I will no longer waste my time and energy on blaming, complaining, and gossiping, nor will I commiserate with those who steal my energy with their blaming, complaining, and gossiping.

* So-called because chronic complainers look like they were born with a dill pickle stuck in their mouths.

VALUESCOACH.COM • THEFLORENCECHALLENGE.COM

This is a
Pickle Free Zone

PLEASE!

Leave your
Gossiping,
Complaining,
Criticizing,
and
Toxic
Emotional
Negativity
at the door.

THANK YOU!

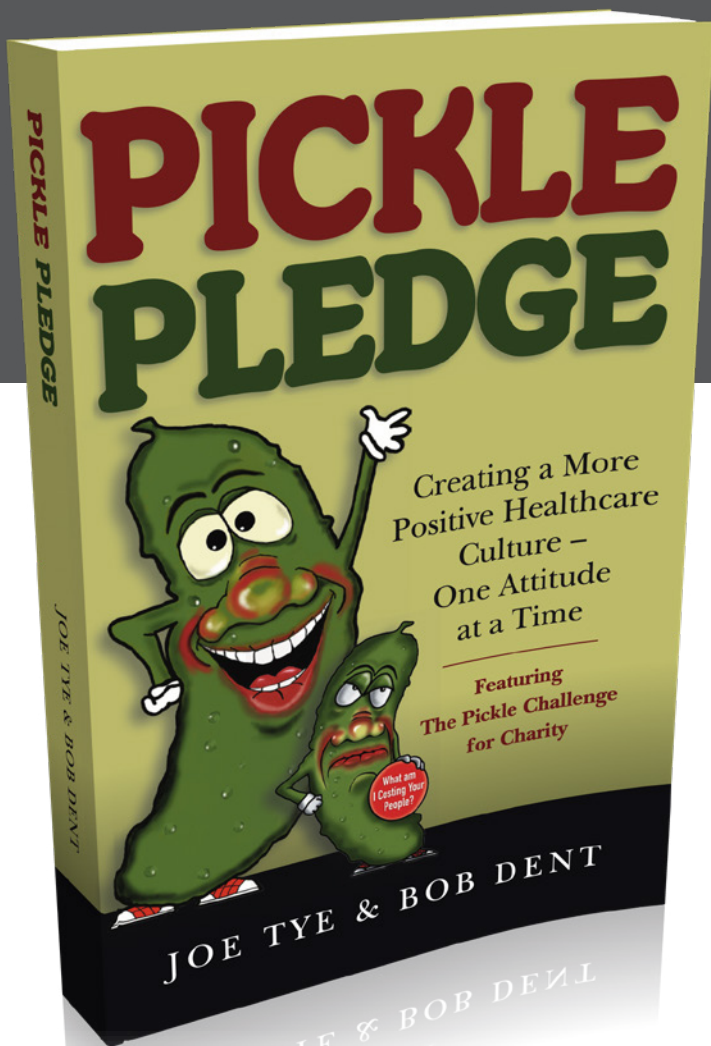


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Pickle Free Workplace

Values Coach Inc.
PicklePledge.com



Toxic Emotional Negativity is the Healthcare Crisis Within

TEN – Toxic Emotional Negativity (noun): Negative attitudes and behaviors that are reflected in bullying and belittling, gossip and rumor-mongering, chronic complaining and venting that pollute the culture of a workplace and deprive employees of the experience of joy and satisfaction in the performance of their work.

When Bob Dent and I were researching our book *Building a Culture of Ownership in Healthcare* (AJN #1 Book of the Year in 2017) we were alarmed by the frequency of such terms as burnout, compassion fatigue, dropout, and even suicide in the healthcare literature. And we were appalled by the prevalence of terms like bullying, incivility, disrespect, and “nurses eat their young.”

Our research convinced us that there is a causal relationship between the toxic emotional negativity reflected in the second set of terms and the personal and professional damage reflected in

the first set. We termed this “the healthcare crisis within.”

While the external healthcare crisis – the challenges imposed by the overall healthcare system – might be beyond our immediate control, this “healthcare crisis within” is absolutely amenable to leadership influence. In fact, **protecting your people, and the patients you serve, from the harmful effects of TEN is a leadership obligation.** The Pickle Pledge and The Pickle Challenge for Charity are proven methods to help hospitals promote a more positive culture of ownership, beginning by eradicating the scourge of TEN.

We wrote the book *Pickle Pledge* because through Bob’s experience as COO/CNO of Midland Health and my experience working with hospitals and health systems across the country, **we have seen the positive impact of this simple promise on the lives of people, and of this fun and lighthearted challenge on the culture of organizations.** Please join us as we launch the second generation of The Pickle Challenge!

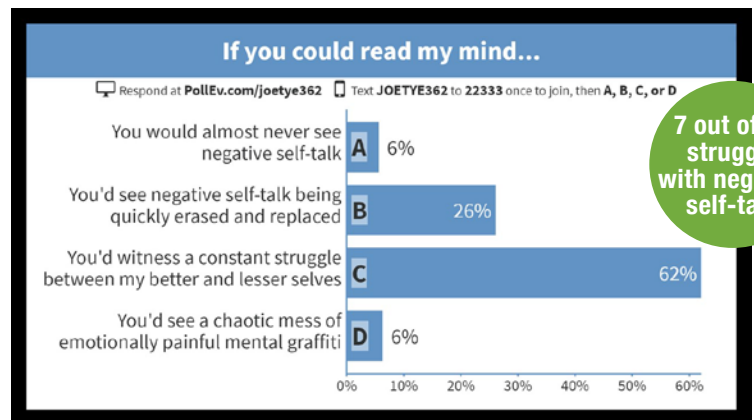
Joe Tye, Founder and CEO, Values Coach Inc.

“I promise this book will delight and refresh you! We’ve employed the thought-provoking, practical approaches in our organization and truly reenergized our culture of care!”

Nancy Howell Agee, RN, MSN
President and CEO, Carilion Clinic
2018 Chair, American Hospital Association

An investment in your organization that is also a gift to your people

When Joe Tye gave a keynote address at the 2019 ACDIS conference, he asked the 2,000+ attendees what he would see if he could read their minds. As shown in these live polling results, seven out of ten reported that they struggle with negative self-talk. Since complaining is almost always an outward projection of inner emotional negativity, **The Pickle Challenge is an investment in your organization and The Pickle Pledge is a gift to your people.**



TWENTY WAYS That Complaining Diminishes Your Life

1. Complaining is malignant and contagious and can pollute the emotional climate of an entire workplace.
2. Complaining is depressing.
3. Complaining is an expression of ingratitude.
4. Complaining is an excuse for laziness, avoidance, and procrastination.
5. Complaining is an excuse for the cowardice of inaction when courageous action is needed.
6. Complaining is resistance that prevents you from taking effective action to deal with the problems you are complaining about.
7. Complaining keeps you stuck in the dramas of the past.
8. Complaining is an outward projection of inner negative self-talk.
9. Complaining is an energy suck that enervates you and everyone around you.
10. Complaining is an insidious form of gossip.
11. Complaining is an insidious form of bullying.
12. Complaining is finger-pointing instead of acting responsibly.
13. Complaining makes you boring to others as it causes you to bore even yourself.
14. Complaining is holding on to a grudge.
15. Complaining is parenting malpractice—by your example teaching kids to be whiners instead of achievers.
16. Complaining crowds out compassion.
17. Complaining fosters pessimism.
18. Complaining is the ultimate waste of time.
19. Complaining takes years off your life, both metaphorically because time wasted on complaining isn't really living, and literally because toxic emotional negativity is harmful to your physical as well as emotional health.
20. Complaining is taking up residence in the valley of the shadow of depression instead of walking through it.

Excerpted from *Building a Culture of Ownership in Healthcare* by Joe Tye and Bob Dent

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Culture does not change unless and until people change!

The culture of your organization is shaped by the collective attitudes, behaviors and habits of the people who work there. The reason that so many “program of the month” initiatives fail to have a lasting impact is that they do not inspire people to change themselves. Make a sustained commitment to being a PFZ – a Pickle Free Organization – and your people will never go back to a workplace culture that is polluted with toxic emotional negativity, the way we will never go back to tolerating a workplace that is polluted with toxic cigarette smoke.

DOWNLOAD

The Power of Pickle Jars



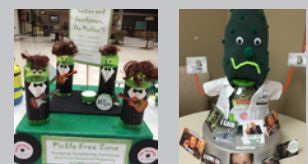
When you launch The Pickle Challenge you will spark incredible creativity and a friendly spirit of competition. This **promotes self-awareness** – when someone puts a quarter into a jar they are acknowledging they need to change – **and cultural accountability** – when someone asks a coworker to make a deposit we are holding each other to a higher standard.



Whining and complaining has never solved a problem – those are *not conversations that matter*. It takes courage to actually work on solving problems instead of complaining about them.

Talking about someone behind their back never helped that person be a better person – *those are not conversations that matter*. It takes courage to talk to someone to their face instead of talking about them behind their back.

Several of the thousands of decorated pickle jars that people have created for The Pickle Challenge for Charity.



The Pickle Challenge is Taking on a Life of its Own!

The creativity that goes into The Pickle Challenge is limited only by the imagination of your people – and if there is an upper limit to that creativity, we have not found it yet!





The Pickle Challenge™ is the culture change program that is more play than it is work, and that is guaranteed to have a positive and lasting impact on your people and your organization.

CNO Jamie Wiggins (at far right) and COO Matt Schaefer (back row third from left) from Children’s Hospital New Orleans and members of the Midland Health Values Coach team. Pickle Pete is a 2,000-pound chainsaw carving created by Don Hill, a Midland Health Respiratory Therapist. It is stationed at the employee entrance where it has also become a tourist attraction. The Pickle Pledge and The Pickle Challenge were among the first steps in a profound cultural transformation at Midland Health.

“The Pickle Challenge has been a vital factor in the positive culture transformation at Children’s Hospital New Orleans. It gives people a polite way to have difficult conversations. It’s a lot easier to invite someone to deposit a quarter into a pickle jar than it is to tell them to stop complaining, especially knowing that all those quarters will go to support a charity we all care about. And it’s amazing how many of our people now know The Pickle Pledge by heart – and more than just know it, take the words to heart.”

Jamie Wiggins, Senior VP and CNO
Children’s Hospital New Orleans

Watch these video clips then ask yourself: Do your people have this much fun – and this level of emotional intelligence?



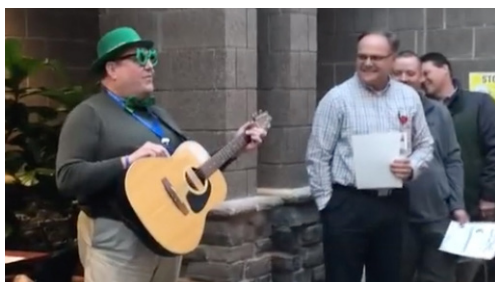
[Watch the Environmental Services Department surprise the management team at Children's Hospital New Orleans](#)



[Watch the Pickle Jar video from Carilion Clinic](#) – the Pickle Challenge raised over \$17,000 for their chosen charity.



[Third grade class at General Tommy Franks Elementary in Midland, Texas](#) – where teachers say the kids are now holding each other accountable for attitudes. Midland Independent School District has joined with Midland Health to embrace our Values and Culture Project.



[How to know if you're a pickle and what to do about it if you are](#) from Tri-County Health Care in Wadena, MN





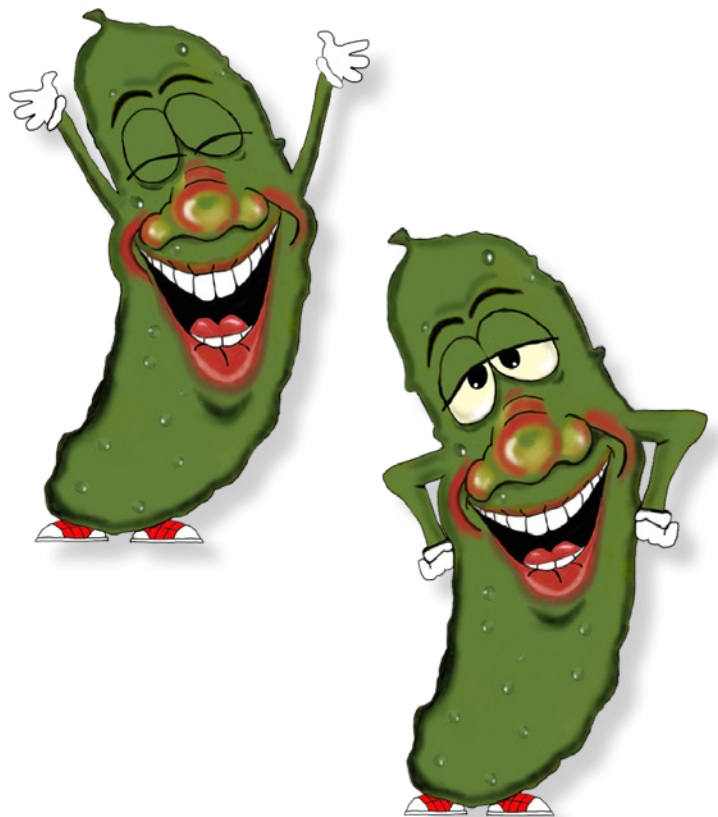
What's Included

We will provide all of the resources and support that you need to make this an out-of-the-park home run success, including:

1. Multiple copies of The Pickle Challenge Guidebook and a Pickle Challenge Starter Kit for your Challenge Project Leadership Team.
2. Introductory videos and video webinars for your management team to use in launching and sustaining The Challenge.
3. Consulting reports including data base comparisons, observations and recommendations from the pre- and post-surveys.
4. Initial conference call and/or Skype sessions with your executive and project teams as well as ongoing email and telephone support throughout.
5. Unlimited license to reproduce or adapt content and graphics for your organization and to share with your broader community.

“The DAISY Award helps healthcare organizations share stories of all the good things going on every day. The Pickle Challenge reminds people to stay positive every day. What a great combination to drive a healthy work environment for all!”

Bonnie Barnes, FAAN
Co-founder and President,
The DAISY Foundation



Steps for Rolling Out The Pickle Challenge in Your Hospital

Step 1: Assess

Conduct the validated VCI-17 Culture Assessment Survey. Values Coach will send you a report with analysis of results, comparison with our data base, and questions you should ask yourself. This will include a PowerPoint presentation making it easy for you to share with your management team.

Step 2: Plan

Present to your management team, including the introductory video from Values Coach. Identify your project leader and recruit “spark plugs” for your Pickle Challenge team; give them the materials in the Pickle Challenge Leader’s Kit. Select your designated charity - one that will resonate with people. Set up your own Pickle Challenge page on your intranet and/or on social media. Identify your challenge week. Be sure to engage volunteers, providers, and other key groups.

Step 3: Have Fun

Encourage every department and unit to create their own decorated pickle jars. Have contests for pickle jar decorating, cake and cookie making, physical decorations, songs and performances, and other activities to make it fun.

Step 4: Keep it Visible

Make The Pickle Pledge a routine part of staff and safety huddles and leadership rounding. Use posters, banners, screensavers, and other displays to keep the commitment to positivity and civility front of mind. Values Coach will provide PFZ (Pickle Free Zone) door hangers, patient and visitor handouts, and other

resources. Encourage people to share The Pickle Challenge with their families at home.

Step 5: Celebrate Your Success

Make a big deal of honoring contest winners. Print a giant check and have a media event when you award it to your charity of choice. Report your results and share stories, pictures and videos with Values Coach for the [Pickle Pledge website](#). Attend the Values and Culture Leadership conference in New Orleans (March 26-27, 2020) to share your story and learn from others.

Step 6: Keep it Going

Conduct the follow-up Culture Assessment Survey to document your progress. Values Coach will send you a second consulting report, including an estimate of the financial and productivity impact of your Pickle Challenge. Share stories from people who have made personal and professional changes as a result of The Challenge. Incorporate behavioral expectations (including ZTBs – zero tolerance behaviors) into your Invisible Architecture™ of core values and culture philosophy. Challenge another organization – a competitor or another hospital within your system (or both) – to take The Pickle Challenge.

Support:

The team at Values Coach is available to help with any questions and to do whatever else we can do to help you achieve maximum success with your Pickle Challenge.

Email: Michelle@ValuesCoach.com

Telephone: 319-624-3889

Change your organization by helping to change the world

Midland Memorial Hospital in Midland, Texas has conducted The Pickle Challenge four times over the past four years, raising thousands of dollars for their catastrophic employee assistance fund, victims of Hurricane Harvey, and most recently their project for a new neonatal intensive care unit.

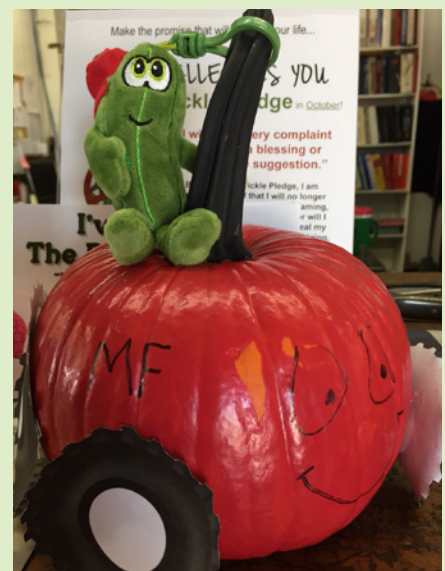
Each time, it has been more successful. Not because people are complaining more, quite to the contrary. Rather, The Pickle Challenge is helping people be more aware – and with that awareness has come a greater spirit of generosity.

Making The Pickle Challenge a cultural ritual and tradition will have a much greater impact than seeing it as a once-and-done program.



The Pickle Challenge at the Iowa Veterans Home raised money for Puppy Jake which trains service dogs.

Community-wide Pickle Challenge in Geneva, Nebraska



Casey's, Cornerstone Bank, and Nick's Farm Store were three of the community businesses that participated in the second Pickle Challenge of Fillmore County Hospital, raising more than \$3,000 for the local Christmas store charity.

Your Investment and What's Included

We have worked very hard to make sure that cost will not be a barrier for any hospital that wants to participate in The Pickle Challenge.

Pricing Schedule

Single hospital*	\$6,500
Critical Access Hospital**	\$3,500
5+ Hospitals in a System***	\$5,500 per participating hospital

* Or non-hospital over 500 employees

** Or non-hospital under 500 employees

*** Call for pricing on 10 or more hospitals in a system

This all-inclusive price includes the following:

- » Before and after your challenge we will conduct our validated VCI-17 Culture Assessment Survey, including calculation of your cost of toxic emotional negativity and return on investment.
- » Consultant report showing how your hospital (hospitals if more than one in the system) compare with the overall result, plus observations and recommendations based upon open comments on the employee survey, review of your website, and the information that you provide.
- » Pickle Challenge Leadership Kit
- » One free pass to the 2020 Values & Culture Leadership Summit. **Attendance is limited, so sign up now!**
- » Unlimited consulting support. We will do whatever it takes to help you make The Pickle Challenge a massive success!

Our 50x ROI Guarantee



You will achieve a 50x return on your initial investment or you will receive a 100% refund – and you will keep the Pickle Challenge Leader's Kits and all other resources – and your charity will keep all the money you raised.

Here is how we calculate your ROI. In the before and after employee surveys, we will ask people to estimate the percent of all paid hours that are wasted on toxic emotional negativity. This percentage will be applied to your annual salary, wage, and benefits budget. If there is not an improvement of \$325,000 or more (\$175,000 for critical access hospitals), you will receive a full refund. This guarantee is contingent upon the pre-and post culture assessment survey both having a better than 50% response rate.

How can we offer this amazing money-back guarantee? We have administered our validated VCI-17 Culture Assessment Survey to more than 100 hospitals and health systems and have found that:

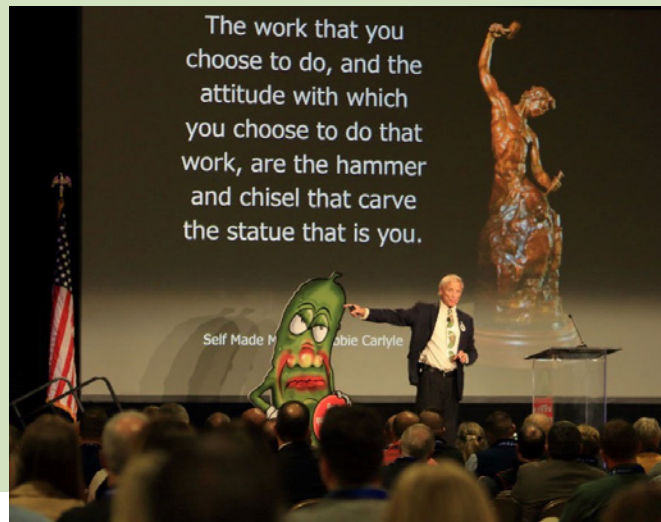
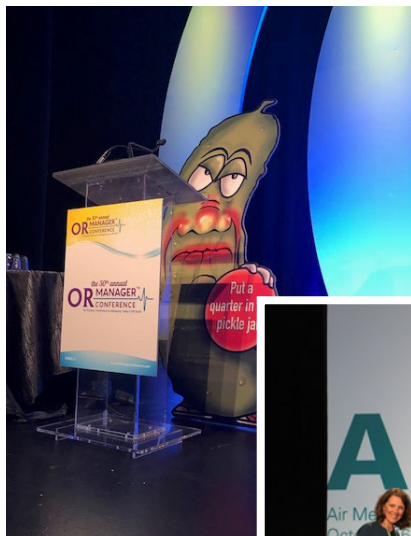
- » **The average critical access hospital spends \$2-3 million per year paying people to engage in negative attitudes and behaviors.**
- » **The average medium-to-large community hospital spends \$10-25 million on negative attitudes and behaviors.**
- » **Larger health systems spend hundreds of millions of dollars on negative attitudes and behaviors.**

These are just the direct payroll costs and do not account for the indirect impact on productivity, quality and safety, patient satisfaction, employee morale and engagement, and your image in the community you serve.

Most important, by helping your people overcome their own negative attitudes and self-limiting beliefs, you will inspire them to be more authentic and courageous, and to achieve their own personal and professional goals more effectively.

Bring Joe Tye and The Pickle Challenge to Your Hospital or Association Event

For the past 25 years, Values Coach Founder and CEO Joe Tye has been inspiring healthcare audiences. Having Joe personally present results of your Culture Assessment Survey, and challenging your team to do better, is one of the most effective ways to launch The Pickle Challenge.



“The Kaleida Health Leadership Advance of July 2018 was hands-down our best ever, and Joe Tye’s presentation was a big part of that success. He took the time to get to know our organization and tailored his presentation for our needs. The VCI-17 Culture Assessment Survey was a real eye-opener, and Joe gave us practical ideas to work on the culture enhancement opportunities that were identified. Within a day after the event, we began seeing Florence Challenge Certificates of Commitment, Pickle Free Zone door hangers, and other visible reflections of our team’s enthusiasm showing up all over the organization.”

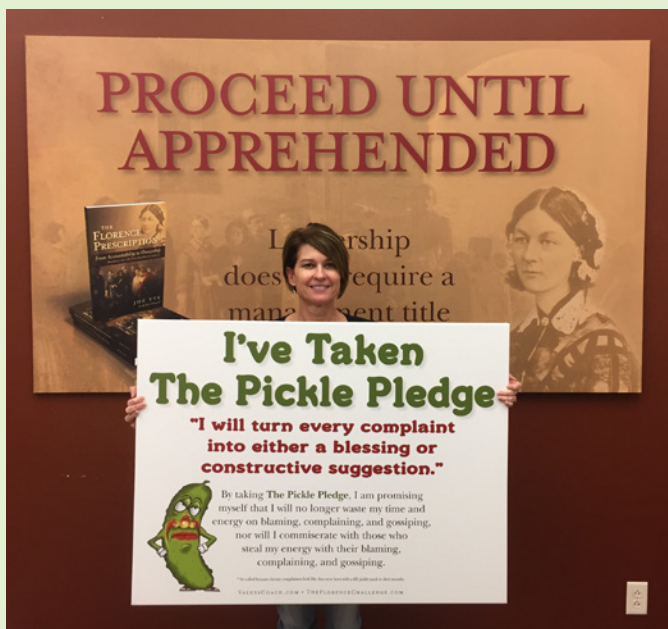
Jerry Venable, SPHR, SHRM-SCP
Executive VP and Chief HR Officer
Kaleida Health, Buffalo, New York

For Association Events

Having Joe keynote your event is a great way to inspire your audience and use The Pickle Challenge to spark a positive culture change while also raising money for your foundation or other great cause.

Are you ready to:

- » Transform entitlement and resentment into gratitude and turn passive-aggressive learned helplessness into a commitment to taking initiative?
- » Turn depressing complaints into meaningful contributions?
- » Raise cultural intolerance to bullying, incivility, disrespectful behavior, negative attitudes, and toxic emotional negativity?
- » Help your people experience more joy at work and greater happiness at home?
- » Declare your organization to be a Pickle Free Zone by joining The Pickle Challenge?



Call Today!

Michelle Arduser
Values Coach Director of
Client Experience

319-624-3889
Michelle@ValuesCoach.com



Frequently Asked Questions

1. Is this only for hospitals?

No. Any organization can participate, and quite frankly every organization can benefit from making The Pickle Challenge a part of their culture – from creating a PFZ (Pickle Free Zone) workplace. Our initial focus is on healthcare organizations only because that has been our primary client base at Values Coach – and is an industry where we see the damaging impact of toxic emotional negativity everywhere we go.

2. What if we don't have a problem with bad attitudes and emotional negativity in our organization?

Research conducted at the College of Public Health at the University of Iowa shows that the higher one's position on the organization chart, the rosier the glasses they wear when assessing their culture. *Executives who think they don't have a problem especially need to verify that assumption* with the validated VCI-17 Culture Assessment Survey that is part of The Pickle Challenge.

3. Will The Pickle Challenge prevent people from openly talking about real concerns?

Absolutely not. Quite to the contrary, the commitment of The Pickle Pledge to turn

complaints into constructive suggestions will encourage people to distinguish between identifying and working to solve real problems and just whining about perceived problems.

4. Won't this encourage people to complain more and thus make our culture more negative?

We've actually never seen this happen in practice. Rather, most people are appalled, and often embarrassed, by how many of their conversations include complaining. People who make The Pickle Pledge a part of their personal DNA usually find that this commitment not only changes their outer behavior, it also *helps them do a better job of challenging their inner negative thinking.*

5. What about legitimate venting?

While “venting” might feel good to the person who is doing the venting, it is *almost always unhealthy and culturally destructive* for several reasons. First, venting can be an insidious form of bullying, especially when the person doing the venting is in a position of formal or informal power over those who are being vented upon. Second, venting often turns into an emotional shark feed in which each participant seeks to one-up the

others with comments like “You think that’s bad – you should see what I have to put up with!” Third, venting about a problem never does anything to solve that problem, and more often than not interferes with effective action by creating a false sense of satisfaction that something has been done.

6. Should we make this mandatory?

The first thing to understand is that the people who are most vociferously opposed to The Pickle Challenge, and who are most likely to undermine the effort, are almost certainly the ones who are contributing to cultural negativity. *They are also the ones who could most benefit, both personally and professionally, if they could get their egos out of the way and participate.* We recommend that when The Pickle Pledge is incorporated into daily staff huddles that everyone be expected to say the words. For even some of the most truculently negative people, the words will eventually sink in. But under no circumstances should you make it mandatory for anyone to have to drop quarters into a pickle jar. The Challenge should be fun, lighthearted, and 100% voluntary.

7. People don’t carry change anymore, especially if they are wearing scrubs – how can they participate?

There are many ways around this. Managers can keep a candy dish full of quarters to serve as a loan fund. The Pickle Challenge Leader’s Kit includes a supply of IOU slips that people can use in lieu of depositing quarters. Some people will pay in advance.

8. How do we assure security for money in the pickle jars?

If someone steals money from a charity pickle jar, they probably need the money more desperately than does the designated charity. Say a prayer for the thief and lock the jar up when no one is around.

9. How do we sustain our momentum and prevent this from being just a one-time event?

The Pickle Challenge Leader’s Kit will include lots of great ideas for this, but these are the three most important: 1) Your executive team *must* lead by example through their own commitment to positive attitudes and behaviors – including demonstrably making their offices become PFZs (Pickle Free Zones); 2) Incorporating The Pickle Pledge into regular rituals and routines such as daily huddles keep the promise front-of-mind; and 3) Keeping The Pickle Challenge physically visible with decorated pickle jars, work area decorations, and other visible displays helps people *remind themselves and each other to replace whining with positive thinking and constructive action.*

Call Today!

Michelle Arduser
Values Coach Director of
Client Experience

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