

Field Guide

PRINCIPLES + MARKETS = MINDSET

**Reimagining education
to be real-world relevant!**



EMPOWERED™



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A NOTE TO TEACHERS

As the teacher, you are the **EXPERT** and **KNOW YOUR STUDENTS BEST**. You have ownership of your classroom. Empowered teachers are constantly innovating and exercising their freedom to individualize content in a way that best resonates with their students and drives their fulfillment.

Educators Building Real-World Ready

IMAGINE A CLASSROOM WHERE LEARNING IS LIVELY

Where students discover what they are good at and are challenged to be critical thinkers. Experiential learning helps them develop their talents into valued skills and apply them to transform themselves and those around them.



PRINCIPLES + MARKETS = MINDSET

Empowered cultivates a growth mindset through a student-centered, experiential learning model and reimagines education as real-world relevant. Educators and students apply what they've learned to overcome barriers and positively impact their communities.

This field guide explores an Empowered educator's approach to cultivating a growth mindset through the intentional and consistent application of Foundational Principles in real-world markets. Join us to learn how you can use timeless Foundational Principles and Real-World Market Concepts to help students in any grade better understand how to apply any subject-matter content in the real world. Empowered educators create an engaging classroom where each student connects the dots between educational content and their personal goals.

“

I use Empowered because it engages 99% of students, from your most active participant to your most quiet. The activities give all students an opportunity to uncover their talents, improve soft skills, and lead. It helps bring concepts to life and makes them memorable by giving students hands-on experience. Along with the Empowered strategy comes a teacher community and amazing staff that you will not find anywhere else.

”

Empowered Educator

Ames High School, Ames, Iowa



At Empowered, we believe that partnering with educators on their journey of actualizing **Principles + Markets = Mindset** (PMM) will empower students to realize their potential and lead a life of meaning and purpose.

As the effectiveness of PMM becomes widely recognized in the education space, it inspires movements that bring society closer to this ideal. These movements create paradigm shifts that prioritize individual student outcomes rather than a one-size-fits-all approach.



WHY THESE PRINCIPLES?

These principles are derived from the principles of human progress. They are distilled from the study of many disciplines relevant to understanding the principles of human flourishing: history, economics, philosophy, science, psychology, sociology and anthropology. They are principles that have proven over time to enable individuals, organizations and societies to succeed long-term by creating virtuous cycles of mutual benefit (Win-Win).

For over three decades, YE/Empowered educators have leveraged these same principles to transform their classrooms and the lives of their students. In 2016, a team of YE/Empowered staff, educators and partners developed the 8 Empowered Foundational Principles used today. These iterations didn't represent a fundamental change in the principles, instead they represent a change in how we best articulate and share these principles with our customers and the world.

With the creation of the Foundational Principles, YE/Empowered experienced an optimization of classroom and student outcomes as educators and students adopted this shared language as a decision-making framework to leverage inside and outside the schoolhouse walls.

EMPOWERED'S EXPERIENTIAL LEARNING STRATEGY

PRINCIPLES + MARKETS = MINDSET

FOUNDATIONAL PRINCIPLES + REAL-WORLD MARKETS = GROWTH MINDSET

Empowered teachers bring together Foundational Principles and Real-World Markets to cultivate a Growth Mindset in students. Students are equipped with a decision-making framework and the 21st-century skills needed to create a win for themselves and others.

This guide can help you dive into the Foundational Principles and Real-World Market Concepts nurturing a Growth Mindset.

FOUNDATIONAL PRINCIPLES

WHAT ARE PRINCIPLES? Principles are a consistent set of ideas we can anchor to helping drive constructive behaviors in all aspects of life. **WHY PRINCIPLES?** We all look at problems and opportunities through the lens of our experiences and beliefs. Using Foundational Principles in decision-making helps us lead lives of meaning and purpose while creating long-term value for ourselves and others.

REAL-WORLD MARKETS

WHAT IS A REAL-WORLD MARKET? A market is an environment or interaction where people are free to exchange things of value for the benefit of themselves and others (goods, services, time, ideas, knowledge, etc.)

WHY MARKETS? Individuals with an understanding of real world economic and market concepts are:

- ✓ More prepared to be successful in all aspects of life — personal and professional.
- ✓ Better prepared with the growth (entrepreneurial) mindset to face life's challenges and deal with them as we encounter an ever-evolving society (market).
- ✓ Empowered to unlock their potential and better apply their individual talents to contribute to society.

The Real-World Market, where the application of Foundational Principles and Market Concepts empowers each of us to reach our potential.



FOUNDATIONAL PRINCIPLES

1 RESPONSIBILITY

Take ownership of your own life. No one will ever be as concerned about your success as you.

No one else is standing in your shoes to experience the ups and downs of your life. By taking responsibility, you are looking out for your future and not allowing others to decide how it goes.

2 INTEGRITY

Always act with courage, respect, and toleration.

Having integrity means doing the right thing, such as keeping your word, delivering on your promises, and taking responsibility for your failures or mistakes.

3 KNOWLEDGE

Seek and use the best knowledge, drive change that benefits others, and exemplify humility and intellectual honesty.

If you do not ensure you are using accurate and complete information, you could take action that is not helpful to yourself and others.

4 FREEDOM

Respect the rights of others and study the links between freedom, entrepreneurship, and societal well-being.

Freedom of choice is a critical component in a free market, which leads to the greatest opportunity for each individual to improve their lives. A lack of freedom diminishes our ability to create value for others.



Empowered's FOUNDATIONAL PRINCIPLES are 8 timeless concepts that guide a person's mindset and how they interact and engage with the world around them.

5 PASSION

Find fulfillment in your life by improving the lives of others.

Creating value for others by using and sharing your talents is one of the best ways to find joy in your life. If we keep our passions to ourselves, we may be missing ways to help others.

6 OPPORTUNITY

Approach everything in life as a reason to improve; recognize and seize what life has to offer.

You can sit and wait for things to happen to you, or you can work to make things happen for you. Being opportunity obsessed means being constantly on the lookout for ways to discover, develop, and apply your talents.

7 SOUND JUDGMENT

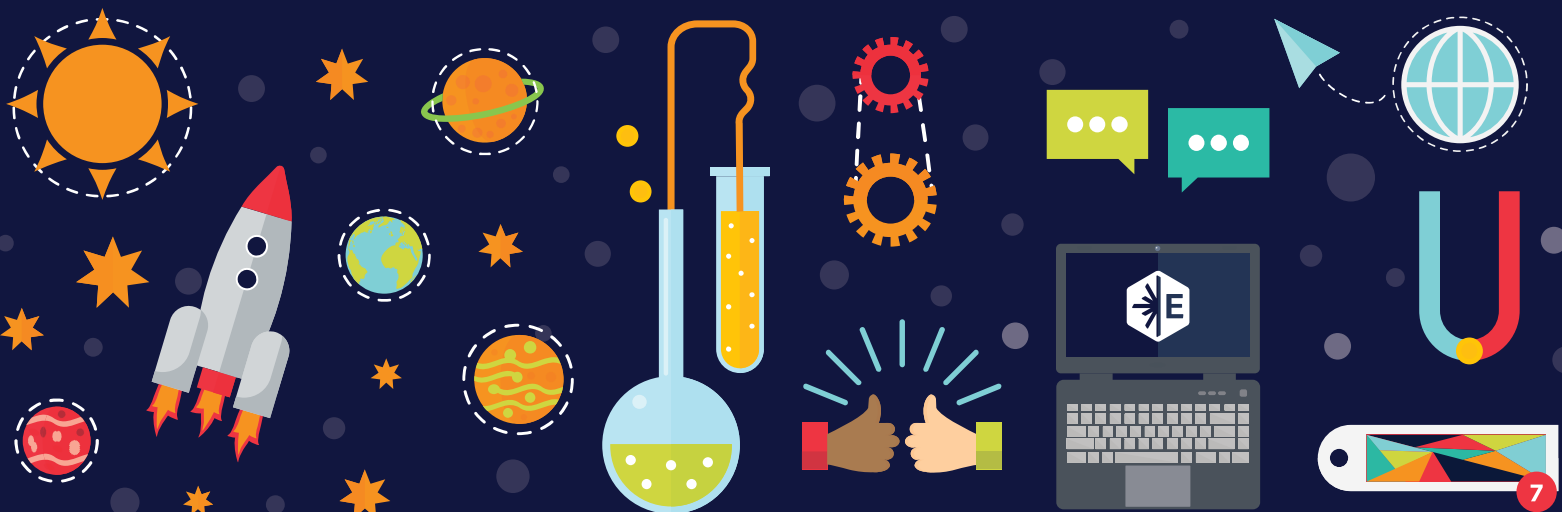
Use economic thinking to create the greatest benefit while using the least resources.

Because most resources are scarce, we need to be intentional about how we use them, which means we cannot recklessly use resources without any thought of whether we are being effective in our usage.

8 WIN-WIN FOCUS

Cooperation creates real value in society – for yourself and others.

When we have a win-win focus, we can expand our resources, knowledge, and capabilities to achieve our goals by collaborating with others.



A Closer Look at

FOUNDATIONAL PRINCIPLES

Exposing your students to real-world experiences will encourage them to apply the FOUNDATIONAL PRINCIPLES and MARKET CONCEPTS to make effective decisions.

When students do so, they will recognize that not only do they have the ability to grow within, but they can also contribute that growth to the world, discovering endless possibilities for value creation.

PRINCIPLES + MARKETS = MINDSET

FOUNDATIONAL PRINCIPLES + REAL-WORLD MARKETS = GROWTH MINDSET

ICONS USED IN THIS SECTION



Empowered activities that bring this FOUNDATIONAL PRINCIPLE to life.



Empowered's definition for this FOUNDATIONAL PRINCIPLE.



A real-world example of this FOUNDATIONAL PRINCIPLE.



The importance of this FOUNDATIONAL PRINCIPLE.

FOUNDATIONAL PRINCIPLE: **RESPONSIBILITY**



Empowered Activity Ideas:

S.M.A.R.T. Goals / Speak Out / Speak Back / Partner Pitch / Personal Branding Project



Empowered Definition:

Take ownership for your own life. No one will ever be as concerned about your success as you.



Importance:

No one else is standing in your shoes to experience the ups and downs of your life. By taking responsibility, you are looking out for your future and not allowing others to decide how it goes.



Real-World Example:

In 1979, Chris was born in Virginia, Minnesota. His mother worked at a supermarket, and his father was a miner. After the death of his father, the family moved when Chris was 7 years old to Washington, where he took up wrestling and track. When his teachers and coaches asked him what he wanted to do with his life, he said, "I don't know, but I know I'll be famous and make a ton of money. I just don't know how." After dropping out of community college, Chris ended up homeless in Hawaii. At that time, Chris took RESPONSIBILITY for his own life (he realized no one would be as concerned about his success as he was). You've probably seen him on the big screen. Taking ownership of his life, Chris took action, landing a role in his first movie. After 20 years of hard work and taking RESPONSIBILITY, Chris Pratt was paid \$10 million for his role in the film *Jurassic World: Fallen Kingdom*. (You may have also seen him in *Guardians of the Galaxy* and *The Mario Movie*.)

FOUNDATIONAL PRINCIPLE: **INTEGRITY**



Empowered Activity Ideas:

Money Bowl / Three-Legged Stool / PIT / Trading Game



Empowered Definition:

Always act with courage, respect, and toleration.



Importance:

Having integrity means doing the right thing, such as keeping your word, delivering on your promises, and taking responsibility for your failures or mistakes.



Real-World Example:

In 2005, American professional tennis player, Andy Roddick, was playing Fernando Verdasco of Spain. Roddick was the #1 seed and a heavy favorite to win. As expected, Roddick was dominating the match when something unusual happened. Roddick couldn't return Verdasco's hard serve, but the line judge called it out and gave Roddick the point. The crowd cheered and Verdasco rushed to the net to congratulate his opponent. But wait! Roddick knew something that no one else knew. The ball was not out. It had hit the line, meaning it was in! Roddick could have kept this to himself and accepted victory. Instead, he demonstrated courage, INTEGRITY, and respect for both his opponent and the game. He told the umpire the ball was in, agreeing that the call should be reversed. Having given Verdasco a second chance, Verdasco came back to win the game and the match. One sportswriter estimated Roddick cost himself tens of thousands of dollars. Andy may have lost the tennis match that day, but he left the court with his INTEGRITY.

FOUNDATIONAL PRINCIPLE: **KNOWLEDGE**



Empowered Activity Ideas:

Cowboy Inkblot and Find the Numbers / Ticket Out / Zoom / Hershey's Market Research



Empowered Definition:

Seek and use the best knowledge, drive change that benefits others, and exemplify humility and intellectual honesty.



Importance:

If you do not ensure you are using accurate and complete information, you could take action that is not helpful to yourself and others.



Real-World Example:

Structural engineer William J. LeMessurier designed the 25,000-ton steel skeleton at the base of the Citicorp Center in New York City. It was a building so beautiful that he was praised by many and elected to the National Academy of Engineering, the profession's highest honor. Then William received a call from an architecture student who shared the KNOWLEDGE that William and others had miscalculated the building's ability to withstand high winds, leading to the discovery that the winds of a "16-year-storm" could lead to catastrophic failure, causing the building to collapse. William was faced with a choice; stay silent (there was no guarantee this storm would occur) or share this new information and seek additional KNOWLEDGE of other experts. He chose the path of humility and intellectual honesty. Collaborating with other architects, engineers, the president of Citicorp and the City of New York, they took months and millions of dollars to fix the building. Eventually the building was completed and safe for all, taking its place in the city's beautiful skyline.

FOUNDATIONAL PRINCIPLE: **FREEDOM**



Empowered Activity Ideas:

Freedom to Innovate / One Red Paperclip / BMC for Market Day or Prospective Business



Empowered Definition:

Respect the rights of others and study the links between freedom, entrepreneurship, and societal well-being.



Importance:

Freedom of choice is a critical component in a free market, which leads to the greatest opportunity for each individual to improve their lives. A lack of freedom diminishes our ability to create value for others.



Real-World Example:

"Agrihoods" are popping up across the country. An agrihood is a planned community that integrates agriculture into a residential neighborhood. Some agrihoods have people who manage the farms, while residents can also volunteer to participate. The produce is distributed in a variety of ways: it can be given to residents, residents can pay for it at weekly markets or through a subscription package, and in some cases, residents pay for produce through their HOA. Some crops may also be sold to local restaurants that support the community. These agrihoods are possible as a result of real estate companies like Mariposa Properties in Denver, Colorado, exercising the FREEDOM to enter and compete and innovate traditional housing models. They are also made possible as the result of real estate companies, individuals, and local entities coming together, linking FREEDOM, entrepreneurship, and societal well-being.

FOUNDATIONAL PRINCIPLE: **PASSION**



Empowered Activity Ideas:

Target Market Person / Mockups / Empowered Bonds



Empowered Definition:

Find fulfillment in your life by improving the lives of others.



Importance:

Creating value for others by using and sharing your talents is one of the best ways to find joy in your life. If we keep our passion to ourselves, we may be missing out on ways to help others.



Real-World Example:

Everyday educators across America bring this principle to life! Each day, teachers forge a human connection with students, optimize their learning spaces and deliver exceptional experiences as they find fulfillment in their own lives by improving the lives of others. With this PASSION, teachers guide students as they discover, develop, and apply their unique talents and abilities, becoming contributing members in their families, classrooms, communities and society.

FOUNDATIONAL PRINCIPLE: **OPPORTUNITY**



Empowered Activity Ideas:

What Would You Do? / S.W.O.T. Analysis / Hack My School / Vocabulary Frames



Empowered Definition:

Approach everything in life as a reason to improve; recognize and seize what life has to offer.



Importance:

You can sit and wait for things to happen to you, or you can work to make things happen for you. Being opportunity obsessed means being constantly on the lookout for ways to discover, develop and apply your talents.



Real-World Example:

During his imprisonment, Nelson Mandela recognized life still had much to offer. He recited William Ernest Henley's famous poem, "Invictus," to his fellow prisoners: "*I am the master of my fate, I am the captain of my soul,*" which empowered them to continue the fight in the struggle for injustice. Mandela never gave up on his cause and dedicated his life to fighting for freedom and equality. He believed that there is "*no passion to be found playing small - in settling for a life that is less than the one you are capable of living.*" An inspiration to millions worldwide, Mandela demonstrated what we can achieve when we have PASSION and belief on our side. We can live a life of meaning simply by improving the lives of others.

FOUNDATIONAL PRINCIPLE: **SOUND JUDGMENT**



Empowered Activity Ideas:

Think Outside the Box / Tennis Ball Factory / Paper Airplane Factory / Dirt & Worms



Empowered Definition:

Use economic thinking to create the greatest benefit while using the least resources.



Importance:

Because most resources are scarce, we need to be intentional about how we use them, which means we cannot recklessly use resources without any thought of whether or not we are being effective in our usage.



Real-World Example:

Throughout the chocolate company's history, Mars, Inc. has demonstrated SOUND JUDGMENT in its innovation (resulting in WIN-WIN). Mars has used economic thinking to reduce waste by using a packaging process called crimping that seals their product by heating the plastic instead of using glue. The ingredients they use: nougat, nuts, caramel, and cookie wafer are less expensive but preferred (the data shows) to other more expensive ingredients. And they use a manufacturing process called extrusion, where all candy bar ingredients are pushed together through tubes into one delicious product instead of the traditional, more expensive, molding process. Each of these innovations creates the greatest benefit for this profitable company, its employees and their customers who demonstrate their love of Snickers by purchasing over two billion globally every year. YUM!

FOUNDATIONAL PRINCIPLE: **WIN-WIN FOCUS**



Empowered Activity Ideas:

CPV Triangle / Negotiating Game / Boneyard / Vacant Lot Growth Mindset



Empowered Definition:

Cooperation creates real value in society – for yourself and others.



Importance:

When we have a win-win focus, we can expand our resources, knowledge, and capabilities to achieve our goals by collaborating with others.



Real-World Example:

Lindsay ordered a pair of Bombas slippers for her husband as a gift. Unfortunately, the “shoe didn’t fit,” and she couldn’t return them for a bigger size as the pair she ordered was the biggest available. Bombas is a stand-up company and demonstrated the principle of WIN-WIN to create another “raving-fan customer.” They gave Lindsay a refund and told her to please keep the slippers as she could gift them to someone else. Bombas created a virtuous-cycle of WIN-WIN. Lindsay’s friend gets a great pair of Bombas slippers, she gets the “joy of giving,” and Bombas has a few more happy customers!



EMPOWERED™

At Empowered, we're here to help.

If you have any questions or need any help with anything,
reach out to our team or jump on the Empowered Hub.

EmpoweredHub.org | hello@empoweredhq.org | 866-999-3921

FOUNDATIONAL PRINCIPLES BEHAVIOR MODEL

**FOUNDATIONAL
PRINCIPLE**



Exceptional
Consistently Applied



Skilled
Generally Applied



Proficient
Occasionally Applied

RESPONSIBILITY

- Displays intellectual honesty and humility.
- Takes responsibility for successes and failures and sees failure as an opportunity for growth.

- Hesitates to take responsibility for successes and/or failures.
- Struggles to see failure as an opportunity for growth.

INTEGRITY

- Respectfully speaks up when they disagree.
- Open to others' challenges.
- Respectful of others' viewpoints.
- Understands the importance of compliance.

- Accepts feedback but can get defensive at times.
- When challenging the ideas of others, not completely respectful in tone/word choice.
- Struggles to provide constructive feedback.

KNOWLEDGE

- Proactively seeks and shares knowledge with teacher(s) and other classmates (even if they aren't in the same activity group).
- Incorporates feedback to inform decision making.

- Generally works well with others. Occasionally misses opportunities to seek and share knowledge.
- Rarely initiates change and/or challenges the status quo.

FREEDOM

- Able to articulate the connection between civil and economic rights and entrepreneurship.
- Respects and defends the rights of others, even if it may be difficult to do so.

- Generally sympathetic to the connection between rights and entrepreneurship. Struggles to articulate the "why."
- Defends the rights of others inconsistently.

PASSION

- Actively seeks to discover and develop what they are passionate about, good at, and what others value.
- Uses personal drive to push through obstacles.

- Actively seeks one or two, but not all, of the following: discovering their passion, what they are good at and what others value.
- Has personal drive and passion but gives up when faced with obstacles.

OPPORTUNITY

- Proactively seeks to better their situation.
- Demonstrates intellectual honesty and humility when discussing their aptitudes and abilities (confidence without arrogance).

- Regularly demonstrates apathy toward circumstances rather than a desire to improve them.
- Occasionally self-motivated but also requires external motivation to act.

SOUND JUDGMENT

- Demonstrates deep understanding of key economic concepts.
- Applies them during activities – opportunity cost, marginal thinking, subjective value, sunk costs, and trade-offs.

- Demonstrates understanding of some – but not all – key economic concepts and is inconsistent in demonstration.

WIN-WIN FOCUS

- Demonstrates a win-win attitude during activities/lessons.
- Collaborates with others/peers.
- Pursues a customer-based approach during activities.

- Inconsistently demonstrates a win-win attitude.
- May not always collaborate with others or stick with friend groups.
- Occasionally focuses on customer needs.



This model is a teaching tool to be leveraged by the educator. It is not designed for students to evaluate one another.



Developing
Incorrectly Applied



Inadequate
Not Applied

- Fears failure.
- Does not take responsibility for failures.

- Defensive when receiving feedback.
- Treats others disrespectfully.
- Actively disobeys some or all activity rules.
- Doesn't listen to others' ideas.

- Does not use outside knowledge and feedback in decision making.
- Doesn't seek to share knowledge.
- Starts with an idea and refuses to change even if new information is presented.

- Unable to articulate the connection between rights and entrepreneurship.
- Seeks top down solutions that limit the choices of others, or seeks to control others.

- Uninterested in finding what they're passionate about, good at and what others value.
- No personal drive or excitement to push through obstacles.

- Begins with a defeatist attitude and assumes circumstances are entirely out of their control.
- Waits for others to take action instead of proactively taking action themselves during activities.

- Does not demonstrate understanding of key economic concepts.
- May demonstrate the opposite, such as not considering the best use of resources or scarcity.

- Intentionally deceptive or dishonest.
- Does not believe win-win scenarios lead to the most value for oneself, customers or society.
- Does not collaborate well.
- Does not behave in ways that create value for others.

The **FOUNDATIONAL PRINCIPLES BEHAVIOR MODEL** was designed to serve as a guide for reflecting upon student or personal behaviors. All people fall somewhere on the Behavior Model spectrum at any given point in time. As we continually transform, it is important for us to reflect and learn from the behaviors we demonstrate.

This was not designed to be used as a rubric or evaluation tool. Educators can use this tool to frame Foundational Principles discussions while facilitating student transformation.



WHY MARKETS?

By definition, markets are places where people are free to exchange things of value for the benefit of themselves and others, like goods, services, time, ideas, knowledge, etc. Classrooms are one example of Real-World Markets. They are places where the conditions are created to facilitate learning as people exchange knowledge and ideas that create value for every individual, so they can become contributing members of society.



UNLOCK STUDENT POTENTIAL

We all want to help students develop critical thinking, so they can apply their unique talents, knowledge and skills to lead a meaningful and successful life. Once students understand basic economic and market concepts, they approach life's challenges in a more productive and powerful way.

- As we prepare students to be college and career ready, that readiness is ready to contribute to the market economy we all live in.
- Students analyze the role consumers and producers play in a market economy and learn to spot opportunities where they can create value.
- Analytical thinking and problem-solving ability top the list of transferable skills that employers will find increasingly important in the next five years, according to the World Economic Forum's Future of Jobs Report.
- These concepts extend far beyond the classroom. No matter what your personal or professional pursuits are, understanding Foundational Principles and Market Concepts can help you do it better.



SUPPORTING DATA

Below are market signals that highlight the importance of teaching economic and market concepts across all content areas.

- **87% of high school seniors rated their knowledge and understanding of economics/markets as POOR.**
- **Among the general public, 83% rate their knowledge and understanding of economics/markets as FAIR and said they need training.**
- **76% of graduates said they were taught nothing about economics and real-world markets in their schooling.**
- **96% of those surveyed said the nation's schools should teach all students economic concepts and how the real world works.**
- **Too many students do not connect to the purpose of school and what they are learning.**
 - Over the course of 30+ years in education, Empowered has discovered that ownership and market concepts are foreign to many young people, but the great news is learners are fascinated by markets and the concept of ownership. Young people are hungry for the real-world relevance the Empowered Foundational Principles and Real-World Markets bring to the classroom.
 - A student's human capital is improved through education (learning and experience-practice).
 - Another way for students to acknowledge the importance of literacy and numeracy skills is by integrating economics into these content areas. This is true of any content area. Economics and markets provide students a context for why learning these skills is personally beneficial.
 - Understanding the way the economy works provides a compelling reason to do well in school, and it empowers students to answer pressing questions in their personal, academic and professional lives.

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Understanding

REAL-WORLD MARKETS

Markets (the real world) are around us all the time. Understanding how markets work and how each person participates (or chooses not to) prepares students for the real world, regardless of their path in life. Markets are about human behavior and how we interact with others. As we experience markets on a daily basis, we can make voluntary exchanges to benefit ourselves and others.



WHAT IS A MARKET?

A market is a place where people are free to exchange things of value for the benefit of themselves and others (goods, services, time, ideas, etc.). Market exchanges, while practicing our Foundational Principles, help more people prosper and lead to societal well-being.

Classroom markets create real-life experiences for students, preparing them for all aspects of life — personal and professional.

TYPES OF EXCHANGE



MONEY



TIME & ATTENTION



KNOWLEDGE



C
O
F
F
E



Day in the Life

You grab a coffee at a local cafe on the way to school.



During your planning period, you collaborate with colleagues instead of grading papers.



At school, you make copies, get some water, and engage with students during your passing period.



You brought your lunch today, so there's no need to buy anything.



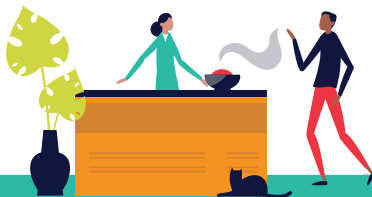
You pivot - in the moment - when you realize your students aren't connecting to a planned lesson.



Instead of catching up with members of your soccer team after school, you scroll through social media looking for new recipes.



You coach your soccer team at practice instead of listening to a podcast.



You use a new recipe to cook dinner, giving your significant other a kitchen-free evening.



Winding down for the day, you do some online shopping, buying gifts for your family.



CURRENCY & AUCTIONS

BRINGING YOUR CLASSROOM MARKET TO LIFE

Through the creation of your classroom market using Empowered currency, bonds and auctions, students are exposed to an array of market concepts that are prevalent in our everyday lives.

All Empowered activities, as well as your existing activities (regardless of content area), provide numerous opportunities to teach key concepts such as Freedom, Integrity, contribution motivation, scarcity, subjective value, human dignity, property rights, voluntary exchange, opportunity costs, and Win-Win Focus to name a few.

Repetition is key when implementing currency and auctions. Students need consistent opportunities to build their market knowledge and skills, develop a growth mindset, and most importantly, have ample opportunities to practice and reflect on the behaviors that surface when engaging in the market.

As educators, we are taking the journey with students as we observe the market and share our observational learnings to create value for ourselves and others.



EMPOWERED CURRENCY (BONDS OR DOLLARS)

In the Empowered classroom, teachers (and students) recognize value by awarding currency for value creation – both what you accomplish and how you accomplish it. Currency is a great way to reward behavior that aligns with the Foundational Principles. Currency makes value visible.

WHAT IS VALUE?

Value is subjective, which means people value different things at different times for different reasons. And it's always changing. Things don't inherently have value. People place value on things. Empowered teachers place value on student behaviors that contribute to the classroom.

OWNERSHIP & PROPERTY RIGHTS

Empowered currency and bonds earned are the property of the student(s) who earn them, and therefore, they have the decision rights to trade them or not. We recommend that educators use these tools only as positive reinforcement for principled actions and avoid taking currency away.

CLASS AUCTIONS

Empowered class auctions create the most value when they are held regularly throughout the course with special attention and class discussion given as behaviors are witnessed in the market. Auctions provide value to the currency. **PRO TIP!** Keep track of auctions throughout the year to see market concepts and consumer behavior in action.

Building Classroom Culture with

EMPOWERED BONDS



WHAT ARE EMPOWERED BONDS?

- An Empowered Bond is a form of fiat currency that can be a powerful classroom tool.
Fiat money is issued currency that is not backed by a physical commodity, such as gold or silver, but rather by the entity that issued it.
- Unlike Empowered dollars, Empowered bonds have no designated dollar value. Empowered bonds can be exchanged for Empowered dollars at whatever the teacher decides is the current market exchange rate (1 bond = \$1 Empowered dollar or 1 bond = \$5 Empowered dollars, etc.)
- Empowered bonds are a way an individual can invest in another individual or group as a recognition of that individual/group's value creation or contribution (like sharing knowledge, valuable ideas, contributing their talents and skills to a group project, demonstrating Foundational Principles or Real-World Market Concepts, or any other classroom contribution).
- An Empowered bond is a market signal to the recipient of the bond that they have created value for others, and that the market values (voted "yes") their idea or contribution.



USING BONDS IN YOUR CLASSROOM

- When distributing Empowered bonds to students, either print the name of the student on the bond ahead of time, or have students write their name(s) on the bond when you give it to them. A bond with a student's name on it is of no value to that student. The bond is only of value to a student whose name is NOT on the bond.
- Students possessing a bond with their name on it can invest that bond in any student or group they see creating value in the (classroom) market. Encourage students to recognize others publicly when possible.
- Creating a culture where educators and students are investing in each other has many benefits that transform the classroom.

Transform Your Classroom

INVESTING IN EACH OTHER

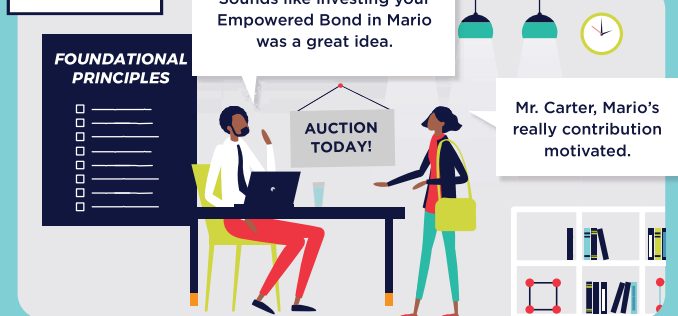
- Creating a culture where educators and students invest in each other empowers students to recognize and reward each other, driving a culture of Win-Win.
- Educators and students now share ownership in the market, creating a true shared learning experience. (Versus the teacher being the only owner and distributor of Empowered dollars or bonds; the teacher is the only one whose subjective value matters. All learners are contributors.)
- “Creating value for yourself and others,” is brought to life. Students see and experience Foundational Principles like Integrity, Freedom, Passion, and Win-Win Focus come to life.
- Students begin to internalize and demonstrate a growth (entrepreneurial) mindset, versus a fixed mindset. They see opportunity not as a fixed pie, but a pie that can be grown, leading to greater prosperity (happiness) for more people.
- As students invest bonds as well as receive bonds from classmates, they naturally begin to “Believe in People.” Seeing that all people have something to offer, each of us are empowered to discover, develop, and apply our gifts to contribute to society.
- Periodically, possibly just prior to an auction or at any time it fits your learning space, provide students the opportunity to trade any Empowered bonds that have been invested in them for Empowered dollars. This becomes an ongoing lesson in critical thinking for each student. The teacher determines the exchange rate at any point in time and the student decides if they want to exchange their bonds at the stated exchange rate or not. (1 bond = \$1 Empowered dollar or 1 bond = \$5 Empowered dollars, etc.) Students will begin to practice Sound Judgment using economic thinking with their scarce resources to create the greatest benefit for themselves. They will make decisions on when to hold on to and save their bonds and when to take advantage of the opportunity to cash them out.

MEANWHILE, IN MR. CARTER'S CLASSROOM...

MONDAY



TUESDAY



THURSDAY



FRIDAY



Low-Cost Auction

MOTIVATORS

Using classroom currency and holding auctions is one way to bring markets to life! Allowing students to spend their Empowered currency or bonds that have been invested in them for creating value, including but not limited to positive behaviors and being principled, helps bring value to the currency.

Below is a list of auction items educators could use to invest in their students. Use Sound Judgment when purchasing and finding items to use in classroom auctions. A motivator doesn't have to break the bank to be meaningful and hold value. Use market research to determine things your students would find value in before your first auction. Also, be mindful of district and building policies when providing incentives for your students. This list is not all-inclusive – feel free to add your own ideas!



LOW-COST MOTIVATORS

When looking for items for your auctions, don't be afraid to reach out to your peers or the community for items they would be willing to donate. After all, *one person's trash is another's treasure!*

NOT GRADE SPECIFIC

- Sit in the teacher's chair for a period of time
- Choose the music playlist for quiet work time
- Pie the teacher
- Personal hygiene grab bags (toothpaste, toothbrush, deodorant, socks, etc.)
- Allow students to pick a Kahoot topic
- Small snacks
- Allow student to pick a brain break activity for the whole class
- School supplies
- Snack pass (student can bring a small snack to eat during class)
- Emcee the school announcements
- Stickers
- Input on the seating chart for a limited time
- Pick the video or media for class
- "Create Your Own Bingo" activity
- Other donated items from your fellow staff members

MORE AUCTION MOTIVATORS



ELEMENTARY SCHOOL

- Teacher helper for the day
- Extra special table or desk in the classroom
- Have lunch with the teacher
- Bring a stuffed animal to class
- A no-shoes class period

SECONDARY SCHOOL

- Participate in a TikTok dance with your student
- Hat pass - allow the student to wear a hat to class on a designated day
- Special parking spots in the student parking lot
- Tickets to Prom or Homecoming dance
- Free entry into a game or school activity
VIP experience at school - *potentially offering a special front-row seat at a school game and snacks from the concession stand delivered to their seats*

WHAT EMPOWERED TEACHERS SAY

For over 30 years, we have been supporting great classroom teachers as they create life-changing experiences for themselves and their students.

“

To walk into this knowing that everybody here wants to change education and is excited to change education...that gives me so much more hope and joy going forward.

”

Empowered Educator

Vanguard Career and Technical Center, Fremont, Ohio

A Closer Look at

MARKET CONCEPTS

Exposing your students to real-world experiences will encourage them to apply the FOUNDATIONAL PRINCIPLES and MARKET CONCEPTS to make effective decisions.

When students do so, they will recognize that not only do they have the ability to grow within, but they can also contribute that growth to the world, discovering endless possibilities for value creation.

PRINCIPLES + MARKETS = MINDSET

FOUNDATIONAL PRINCIPLES + REAL-WORLD MARKETS = GROWTH MINDSET

ICONS USED IN THIS SECTION



Empowered activities that bring this MARKET CONCEPT to life.



Empowered's definition for this MARKET CONCEPT.



A real-world example of this MARKET CONCEPT.



The importance of this MARKET CONCEPT.

MARKET CONCEPT: **EVERYONE HAS A GIFT** (BELIEVE IN PEOPLE)



Empowered Activity Ideas:

Personal Branding Project / Towers / Vacant Lot Growth Mindset / BMC for Prospective Business



Empowered Definition:

Everyone has something to offer.



Importance:

When the external and internal barriers that hold people back are removed, individuals are empowered to discover, develop, and apply their gifts to contribute, creating value for themselves and others more fully. As people realize their potential, they find more personal fulfillment, while their contributions simultaneously enable our society to progress.



Real-World Example:

As infants, Les Brown and his twin brother were adopted by Mamie Brown, a coffee shop worker. Les attended school but was considered a misfit and mentally slow. While Les started to believe these accusations, his mother and a high school teacher recognized his potential. After high school, Les did odd jobs at a local radio station. When he unexpectedly got an opportunity to fill in for the disc jockey, he was soon recognized for his “gift of gab” and was eventually promoted to full-time DJ. Les was a life-long learner and eventually became an Ohio State Legislator, an author and a world-renowned motivational speaker, winning the prestigious *Golden Gavel Award*.

MARKET CONCEPT: **HUMAN DIGNITY**



Empowered Activity Ideas:

Trading Game / PIT / Boneyard / Eye Spy / Negotiating Game



Empowered Definition:

A person's worth cannot be broken, diminished, or even taken away. Recognize this before, during and after all human interactions.



Importance:

Having dignity means being treated with respect and treating others with respect. Only with dignity are people able to become the best version of themselves that they can be.



Real-World Example:

In 2011, online sales were skyrocketing, so Ryan and Michael jumped on board by founding the company Chewy.com, a website selling pet care products. When Ryan and Michael founded the company, they wanted Chewy to be a place where their employees were valued, and everyone loved coming to work. Despite losing money the first year and a half, Ryan and Michael determined they were right. By building a company that treated every employee and customer with DIGNITY, they discovered their employees in turn treated customers the same way. Chewy.com has a reputation for personalized 24/7 customer service, often sending handwritten notes, thoughtful holiday cards and even flowers when a customer's pet passes away. Today, Chewy has gone from losing money to being worth over \$14 billion.

MARKET CONCEPT: **PROPERTY RIGHTS**



Empowered Activity Ideas:

Trading Game / PIT / Negotiating Game / BMC for Market Day / Boneyard



Empowered Definition:

The right of individuals to own property and make decisions on the use of that property, including intellectual property such as an idea, invention or process.



Importance:

Private property is fundamental to the happiness of every individual. People tend to take better care of what they own than what they don't own. To engage in voluntary exchange, we must have ownership of the value we are trading.



Real-World Example:

A Pennsylvania native, Alicia Beth Moore (the artist more commonly known as P!NK) had great aspirations of becoming a singer/performer. As a young person, she seized ownership of her career path, discovering and developing her talents and skills in small venues before taking her amazing talents all the way to the world stage. Because of private property rights, P!NK was able to copyright and trademark her music, brand and apparel and fulfill her passion as she pursued a life of great success and happiness.

MARKET CONCEPT: **CONTRIBUTION MOTIVATION**



Empowered Activity Ideas:

Boneyard / Paper Airplane Factory / Hack My School / BMC for Market Day / BMC for Prospective Business / Vacant Lot Growth Mindset / Vacant Lot PBL



Empowered Definition:

Acting on the belief that your success is tied to the success of others.



Importance:

This mindset recognizes – no matter the circumstances – the more each individual discovers, develops, and applies their innate abilities to create value for themselves and others, the more they tend to be rewarded for their contribution.



Real-World Example:

Started by two ex-Facebook employees in 2009, Quora is a social question-and-answer search engine where people go to ask and seek information. Quora relies on community participation and has grown to over 300 million users. The secret to Quora's success is that it features experts from a variety of industries, and it has a large mass of active members. Quora members are eager to share their knowledge and interact with people who have similar interests, and the platform allows them to do so. It also satisfies the need for human connection! Quora promotes and reinforces user behavior by awarding credits/points to those who participate and contribute to the Quora community.

MARKET CONCEPT: **PERSONAL CHOICE**



Empowered Activity Ideas:

CODEC / Trading Game / Negotiating Game / S.M.A.R.T. Goals / Sock Exchange



Empowered Definition:

Your preferences drive your decisions and behaviors. No one else decides for you.



Importance:

Realizing the power of personal choice, we are better able to let go of our need to control other people or situations. We acknowledge others as having this responsibility for themselves, as we choose how to interact with others in relationships.



Real-World Example:

Antwon was a talented high school football player but faced academic challenges due to a learning disability. He was also frequently getting into trouble. Then he received an opportunity to go to a boarding school far from home. Unfortunately, the boarding school did not have a football program but could help him with his learning disability. Antwon knew he had a difficult decision to make. He gathered knowledge, used decision-making tools and realized that going away to school would be the best decision for his future and his family. After his time at the boarding school, Antwon transferred to a school in Boston where he played lacrosse and became Student Body President. He graduated, attended Curry College, and then went on to work for Apple in California. Antwon made the best PERSONAL CHOICE for his life and his future.

MARKET CONCEPT: **FREEDOM TO ENTER AND COMPETE**



Empowered Activity Ideas:

CODEC / Trading Game / PIT / Negotiating Game / BMC for Market Day



Empowered Definition:

It is the choice of all parties in a voluntary exchange whether they would like to participate in the market (or not).



Importance:

When people are allowed to trade freely, they are able to create value for themselves and others in the market, making everyone better off.



Real-World Example:

Melony Armstrong just wanted to braid hair. Melony had learned the art of African hair braiding from her mother, but the state of Mississippi blocked her from starting a hair braiding business. Melony refused to accept the status quo. She spent seven years writing letters and lobbying state legislators, and she finally won. Mississippi eliminated some of the barriers keeping people from entering the cosmetology market. The day after the new laws were enacted, over 400 people in Mississippi signed up to be cosmetologists, allowing them to exercise their FREEDOM to enter and compete, create value in the market and pursue happiness and prosperity for themselves and their families.

MARKET CONCEPT: **VOLUNTARY EXCHANGE**



Empowered Activity Ideas:

CODEC / Trading Game / CPV Triangle / PIT / Boneyard / BMC for Market Day / Sock Exchange



Empowered Definition:

Trade is made of win-win. People will only trade if they think they will be better off as a result. This is true any time we exchange goods, money, or anything else of value.



Importance:

When people trade freely, goods and services are distributed where they are valued most. Total value in the individual exchange and in the market is increased.



Real-World Example:

In 2007, Brian Chesky and Joe Gebbia were broke and looking to raise money to make their rent payment in San Francisco. They decided to rent out air mattresses in their apartment to attendees at a nearby conference because all the hotel rooms were booked. This VOLUNTARY EXCHANGE turned out to be a big win for both buyers and sellers. Buyers could get a place to stay at a reasonable price, and Brian and Joe could make some money to pay their rent and bills. After adding a third founder, Nathan Blecharczyk, in 2008, Airbnb now lists more than seven million lodgings in over 200 countries and is worth over \$70 billion dollars – more than Hilton, Marriott, and Wyndham combined – all because they created a market where millions of people could voluntarily exchange something of value to both parties.

MARKET CONCEPT: **RULE OF LAW**



Empowered Activity Ideas:

CODEC / Trading Game / Negotiating Game / S.M.A.R.T. Goals / Sock Exchange



Empowered Definition:

All rules apply equally to all people, all the time. No matter what.



Importance:

Rule of law allows people to put their resources into creating value instead of protecting themselves from those who might otherwise look to undermine peace and civility.



Real-World Example:

Rule of Law allows business owners to open their doors each and every day, while protecting their goods from being stolen or taken without the voluntary exchange between business and buyer. Eskimo Joe's is a famous restaurant and bar in Stillwater, Oklahoma, founded in 1975 by two guys who had been friends since 5th grade. As the years have passed, Eskimo Joe's branded apparel has become well-known worldwide. This would not be possible without trademark and copyright protections.

MARKET CONCEPT: **SCARCITY**



Empowered Activity Ideas:

CODEC / PIT with Name Cards / Paper Airplane Factory / Going Bananas



Empowered Definition:

The gap between limited resources and unlimited wants and needs.



Importance:

In situations characterized by scarcity, individuals and society must decide how to allocate scarce resources efficiently to address our needs and wants. This compels individuals and society to choose from different alternatives.



Real-World Example:

Keith had just built a new backyard sandbox for his kids when he was confronted with a problem. The neighborhood cats had started to use the sandbox as their litter box. He immediately headed over to the local home improvement store to buy plywood for a sandbox cover. At the store he discovered plywood was triple its normal price, prompting him to ask the store clerk what was going on. The clerk replied, "It's been a busy hurricane season, and the demand for plywood has made it scarce, driving up the price. The good news is that the plywood market has distributed much of the wood to those people who need and value it most!"

MARKET CONCEPT: **SELF-INTEREST**



Empowered Activity Ideas:

CODEC / Towers / Trading Game / Market Day / BMC for Prospective Business / Eye Spy / Negotiating Game



Empowered Definition:

Actions taken by individuals that elicit the most personal benefit. Self-interest can improve society.



Importance:

Self-interest is important because, when acted upon, each person must create value for others in order to achieve their own goals. Self-Interest rightfully understood recognizes that helping others and helping yourself don't have to be at odds.



Real-World Example:

When Dave Thomas was eight years old, he dreamed of owning his own restaurant. He and his father (who was not the typical family man) would spend time together at local restaurants in search of a good hamburger. His first job at age 12 was at a restaurant in Tennessee. At 15, after the family moved, Dave dropped out of school and went to work at a restaurant in Indiana, first as a busboy and eventually in the front kitchen. In the early 1950s, Dave joined the Army. When he returned, he had the chance to rejuvenate four failing KFC restaurants in Ohio. Dave even met Colonel Sanders, who became one of Dave's strongest mentors. Consumed by his love of hamburgers, Dave visited every hamburger stand he could find. On November 15, 1969, Dave Thomas opened the first Wendy's Old Fashioned Hamburgers restaurant in Columbus, Ohio. Driven by his own SELF-INTEREST, Dave's boyhood dream was coming true.

MARKET CONCEPT: **SUBJECTIVE VALUE**



Empowered Activity Ideas:

CODEC / Trading Game / CPV Triangle / Tinker Toy Challenge / BMC for Market Day / Sock Exchange



Empowered Definition:

People value different things at different times, for different reasons, and it's always changing.



Importance:

To create value for ourselves and others in society, we must understand our customer, what they value, and what influences the value they place on goods and services. An individual's subjective value can be influenced by many things such as day, time, preferences, culture, history, alternatives, etc.



Real-World Example:

On his way to work, James grabs a breakfast sandwich at a local drive-thru and pays \$1 for a bottle of water. It's a hot day, and during his lunch break, he goes for a long walk. Sweaty and thirsty, James purchases a cold bottle of water for \$3 from a local street vendor. That night, James meets a friend for a Major League Baseball game where they grab loaded hot dogs at the stadium concession stand. Here, a bottle of water is \$6! It seems like a high price to pay for a bottle of water, but James makes the purchase as he knows that hot dog is salty, so he'll be glad he did. Gulp!

MARKET CONCEPT: **SUNK COSTS**



Empowered Activity Ideas:

CODEC / Paper Airplane Factory / Market Day / Going Bananas / Tennis Ball Factory / Tinker Toy Challenge



Empowered Definition:

A cost that has been incurred that cannot be recovered by any means, including money, time, effort, or resources.



Importance:

While we can and should learn from the past, basing current decisions on past choices made can be a decision-making trap. Instead, we should consider only the expected outcomes in the future.



Real-World Example:

In 2012, Pete Carroll, head coach of the Seattle Seahawks NFL Team, was faced with a crucial (and sunk cost) decision. His team had just signed a contract with quarterback, Matt Flynn, for 3 years and \$19 million. However, in training camp, Flynn was outperformed by a rookie they had just drafted named Russell Wilson. It soon became clear that Wilson would give the team the best opportunity to win. Carroll determined that the money the organization paid Flynn would be a sunk cost, and the best decision for the team would be to put Wilson in as the starting quarterback. In 2014-2015, Wilson led the Seahawks to the Super Bowl.

MARKET CONCEPT: **COMPARATIVE ADVANTAGE**



Empowered Activity Ideas:

CODEC / BMC for Market Day / Paper Airplane Factory / Boneyard



Empowered Definition:

The ability of an individual or group to carry out a particular activity more efficiently than another activity.



Importance:

Applying comparative advantage leads a company or leader to produce a good or service or other outcome at a lower opportunity cost.



Real-World Example:

Michael Jordan won numerous basketball awards, and many considered him one of the greatest players in the world. However, Michael was also a talented baseball player. As both a basketball and baseball player, he had to choose which area to focus on. Otherwise, he would have to compromise his ability in both areas.

After weighing his odds, he determined that continuing his career in basketball may provide a better return on investment than pursuing a career on the baseball field, because it offers a lower opportunity cost. Do you agree that Michael's comparative advantage was basketball?

MARKET CONCEPT: **OPPORTUNITY COSTS**



Empowered Activity Ideas:

CODEC / Trading Game / PIT / Sock Exchange



Empowered Definition:

The opportunity cost of a choice is the value of the highest-alternative foregone. Opportunity cost is the value of the best alternative, not the entire set of alternatives.



Importance:

The concept of opportunity costs helps us choose the best possible option from all the available options.



Real-World Example:

Julian, a Senior at Hillsdale High School, landed three summer job offers: a full-time job at a retail shop that pays \$15/hour, a full-time job at a fast-food restaurant that pays \$10/hour and a night-shift job at a hotel that pays \$20/hour. Julian knows that if he chooses the retail job or restaurant job, he'll be able to hang out with his friends and family in the evenings. If he chooses the hotel job, he will not. While he'll miss his family and friends, Julian chooses the hotel night-shift job. That means the value of the next best alternative is the retail job at \$15/hour plus the ability to hang out with his family and friends. Julian's OPPORTUNITY COSTS are the \$15/hour job and the lack of time to spend with his family and friends.

MARKET CONCEPT: **MARKET SIGNALS**



Empowered Activity Ideas:

Hershey's Market Research / Trading Game / BMC for Market Day / BMC for Prospective Business / Eye Spy / Negotiating Game



Empowered Definition:

Market signals are a form of knowledge. They are the unintentional or passive passage of information or indications between participants of a market.



Importance:

Observational research is one of the most valuable ways people gather market information. By observing the market, we can gain valuable knowledge, such as: clues on the subjective value of people, how they prefer to communicate, what motivates them and how we can trade with them for Win-Win. You can't move the market if you can't read the market.



Real-World Example:

Kevin and Mike put a full year of work (sunk cost) into a new location-based check-in app called **Burbn**. Upon releasing the app, their team observed the market and discovered that the market was signaling that **Burbn** seemed cluttered and contained too many features. Facing the reality of the market signals, Kevin and Mike refocused the app, leaving only photosharing, commenting and liking. Then they renamed the app to (you guessed it) **Instagram**.

MARKET CONCEPT: **INNOVATION**



Empowered Activity Ideas:

Innovation Game / The Extraordinaires / Disruptus / BMC for Prospective Business / Eye Spy / Mockups



Empowered Definition:

The creation and development of a change made to an existing product, process, idea, or field.



Importance:

Innovation solves problems today in a way that positions us to solve unforeseen problems of tomorrow. The more people think about new and better ways of doing things, the more life-improving innovations there will be, creating a better life for all.



Real-World Example:

In 2017, after his mother beat breast cancer for the second time, 16-year-old Julian Rios Cantu was inspired to design a sensor-filled bra cup that would act as an early warning system for breast cancer symptoms. Early and effective detection of breast cancer is vital to overall patient survival rates. Equipped with almost 200 biosensors, Julian's invention connected to a smartphone and offered a more reliable and efficient diagnosis than regular examinations at the time. Julian's innovative ideas and perseverance helped pave the road for future life-saving endeavors.

MARKET CONCEPT: **CREATIVE DESTRUCTION**



Empowered Activity Ideas:

Chain Reaction / The Creativity Minute / Disruptus with Names / Innovation Activity



Empowered Definition:

The process of new innovations replacing existing ones that are rendered obsolete over time.



Importance:

If individuals, organizations, and society want to continually create long-term value, they must drive creative destruction (or be left behind). Creative destruction is the basis for innovation, entrepreneurial growth, and prosperity.



Real-World Example:

The inception of 3D printing can be traced back to 1976, when the inkjet printer was invented. In 1984, Chuck Hull morphed inkjet technology from printing with ink to printing with materials. In the decades since, a variety of 3D printing applications have been developed across several industries:

2002 - Scientists engineer a miniature functional kidney that can filter blood in an animal.

2008 - RepRap Project releases Darwin, the first self-replicating printer that can print the majority of its own components, allowing users who already have one to make more printers for their friends.

The first person walks on a 3D-printed prosthetic leg, with all 3D parts - knee, foot, socket, etc.

2009 - MakerBot Industries, an open-source hardware company for 3D printers, starts selling DIY kits that allow consumers to make their own 3D printers and products.

2011 - The world's first 3D-printed robotic (unmanned) aircraft is flown.

Urbee, a sleek, prototype car complete with a 3D body is introduced.

2012 - The first 3D printed prosthetic jaw is implanted into an 83-year-old woman in the Netherlands.

MARKET CONCEPT: **TRIAL & ERROR (FAILURE)**



Empowered Activity Ideas:

The Extraordinaires / Footwear Design Project / Paper Airplane Factory / Cowboy Inkblot and Find the Numbers / BMC for Market Day



Empowered Definition:

Failure is the lack of success in doing or achieving something, especially in relation to an activity.



Importance:

Students will likely see failure as they engage in challenges while learning in the classroom. Demonstrating humility in the face of failure, so that we can improve, is crucial to reaching our goals. Failure is just another form of knowledge that we can use to guide us in making future decisions.



Real-World Example:

If he hadn't failed (over and over), Thomas Edison might not have become one of America's most prolific innovators. In developing a commercially viable light bulb, Edison actually went through over 10 thousand prototypes before getting it right. Had Edison followed the traditional model of product development, his competitors would have beat him by decades. Later, Edison became famous for saying, "I have not failed 10,000 times. I have not failed once. I have succeeded in proving that those 10,000 ways will not work. When I have eliminated the ways that will not work, I will find the way that will work." - *Forbes.com*

Bringing Them Together

PRINCIPLES + MARKETS = MINDSET

FOUNDATIONAL PRINCIPLES + REAL-WORLD MARKETS = GROWTH MINDSET



Like peanut butter and chocolate, both can be good alone. But the magic (transformational outcomes) happens when they come together. Let's explore why it is so important to bring timeless Foundational Principles and Real-World Market Concepts together.

MARKETS ARE THE REAL WORLD.

We demystify markets for students so that ALL people can discover, develop and apply their unique talents and abilities to become contributing members of society (their best selves).

“*Students discover that the media's portrayal of businesspeople or leaders as crooks, cheats or evil is distorted. Look no further than the video games, movies, TV, and other media we consume for examples of the need to demystify markets for young people. From the Bond movie villain, Gus Fring in Breaking Bad, Mr. Burns in the Simpsons, Ulysses Klaue in Black Panther, or Mr. Potter in It's a Wonderful Life. Unprincipled businesspeople are everywhere we look in media, and unfortunately this unprincipled behavior is too often seen as the path to success, one taken by many of the neighborhood heroes in our students' lives.*”

It is important to dispel this myth and demonstrate that you can succeed in business while maintaining your integrity.

PRINCIPLES HAVE REAL VALUE IN THE REAL-WORLD MARKET.

Experiencing our Foundational Principles in the context of the real world (market) brings relevance to the principles. Principles are not just flat concepts or character traits on a piece of paper. They are behaviors, that when applied, create long-term value for ourselves and others, resulting in greater prosperity for more people (a society of mutual benefit; Win-Win).



HOW DO WE DEMYSTIFY REAL-WORLD MARKETS?

We marry markets with 8 timeless principles.

We put the principles in Principled Entrepreneurship. Through experiential learning, students use trial and error to find out how their actions affect their outcomes. They experience the real-life consequences of both principled and unprincipled behavior, and they see the transformational impact that principled behaviors have in the market.

For over 30 years, **Principles + Markets** has transformed lives. **Principles + Markets** has been helping each student discover their unique talents and abilities, develop those talents, abilities, and self-confidence along the journey, and apply them in the real world.

Students enter our classrooms searching for **their GIFTS, their VALUE**, and how they can connect their **Value to the Real-World Market**. They leave the Empowered classroom – *Your Classroom* – and when they look in the mirror, they see themselves differently. They have increased self-confidence. They leave with a growth (entrepreneurial) mindset. They think like owners. Some may even start a business, which is a great win for community development, but really, this is about something even bigger.

Your impact is even bigger than that. The start-up rate is much higher, and the failure rate much lower, because your students are prepared to start their “first business,” which is **TAKING OWNERSHIP OF THEIR OWN LIVES!** They have cut the ribbon on their “first business” by transforming themselves and moving toward self-actualization (best self). **They are EMPOWERED!**

THE CODEC

The CODEC is a useful graphic organizer tool in the classroom that can be used for a multitude of purposes. The CODEC helps students make real-world connections between the academic concepts, Principles and Market Concepts they are learning. Here are a few ideas for how you can use this tool in your classroom. We also encourage you to come up with your own ways.

- Use as a debriefing tool for any activity.
- Use the infamous “popcorn” strategy with the CODEC. Introduce a current event, historical, or content topic and ask students to call out where they see these concepts present or missing and how it may have altered the outcome.
- Ask students to share their life experiences in relationship to these concepts. (Have you tried the Eye Spy Activity?)
- Find a relevant video clip to show your students and have them spot instances where the concepts were present or missing and the impact on the result.
- This CODEC tool is available on the Empowered Hub in our activity library: EmpoweredHub.org

EMPOWERED™

The Codec Activity

FOUNDATIONAL PRINCIPLES

Integrity	Win-Win Focus
Opportunity	Sound Judgment
Knowledge	Passion
Freedom	Responsibility

MARKET MEASURES

Personal Choice	Voluntary Exchange
Freedom to Enter & Compete	Rule of Law

4 S'S

Scarcity	Self Interest
Subjective Value	Sunk Cost

RICARDO'S LAW

Comparative Advantage	Opportunity Cost
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Developing a GROWTH MINDSET

The purpose of education is to help every student discover their innate abilities, develop those abilities into valued skills, and apply those skills to create value for themselves and others. A growth mindset is a critical piece on this journey of becoming the best you can be for the good of yourself and others.

FIXED MINDSET	WHEN FACED WITH	GROWTH MINDSET	ENTREPRENEURIAL MINDSET
I avoid	<i>challenges</i>	I embrace	<i>I initiate collaboration that creates shared value</i>
I give up easily	<i>obstacles</i>	I persevere	<i>I create and innovate where I see opportunities</i>
I am apathetic; it is pointless	<i>effort</i>	I grow from the experience	<i>I am confident in risk - failure leads to success</i>
I ignore useful feedback	<i>criticism</i>	I learn from criticism	<i>Constructive feedback helps me improve my pursuits</i>
I feel threatened	<i>success of others</i>	I am inspired by the example	<i>I know the market isn't a fixed pie; and competition is a positive market force</i>
I lack hope for my future	<i>outcomes</i>	<i>I believe that everyone has gifts that, with experience, can create value for ourselves, our families, and society.</i>	

Growth Mindset

BELIEVE IN PEOPLE

Each person is valued and worthy of dignity and respect. We believe each person can grow to develop their talents to overcome both seen and unseen barriers and reach their full potential. Educators play a critical role in shifting mindsets of students. Developing a growth mindset will also help you believe in yourself and others.



BY SHIFTING THEIR MINDSET, STUDENTS WILL GAIN SKILLS TO PERSEVERE THROUGH THE OBSTACLES THAT EXIST IN LIFE.

“

Empowered saved my career as a teacher. I was ready to quit... it has been a complete game changer.

”

Empowered Educator

Salem Hills High School, Salem, Utah

EMPOWERED STUDENTS WITH A GROWTH MINDSET WILL INCREASINGLY...

Practice cooperation, creating real value in society – for themselves and others.

WIN-WIN FOCUS

Use economic thinking (apply market concepts) to create the greatest benefit while using the least resources.

SOUND JUDGMENT

Take ownership for their own life, recognizing no one will ever be as concerned about their success as them.

RESPONSIBILITY

Act with courage, respect, and toleration.

INTEGRITY

Seek and use the best knowledge to drive change that benefits others and exemplify humility and intellectual honesty.

KNOWLEDGE

Respect the rights of others and study the links between entrepreneurship, freedom, and societal well-being.

FREEDOM

Find fulfillment in life by improving the lives of others.

PASSION

Approach everything in life as a reason to improve; recognize and seize what life has to offer.

OPPORTUNITY

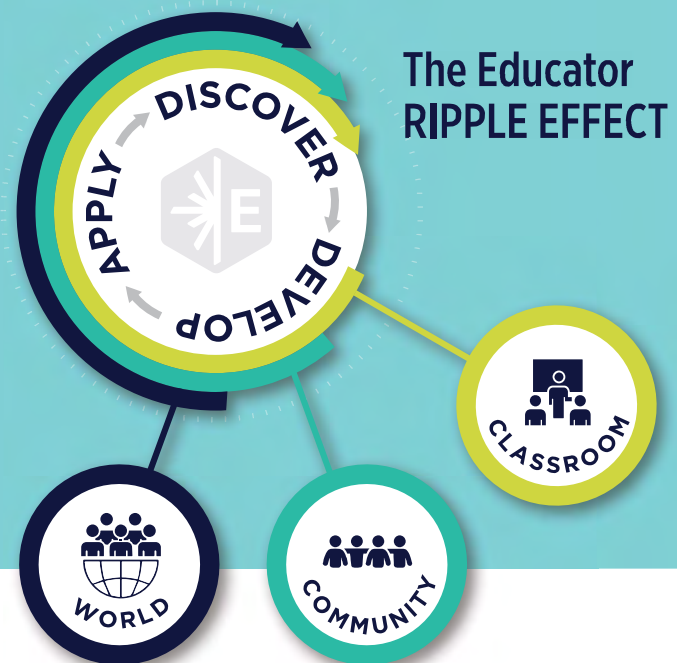
For more insight, reference the **FOUNDATIONAL PRINCIPLES** on pages 6 and 7.

GROWTH MINDSET: WHY DOES IT MATTER?

IT STARTS WITH YOU.

As an educator, you touch thousands of lives over the course of your career.

When you embrace a growth mindset and practice the FOUNDATIONAL PRINCIPLES to create value for your students in the real world, you start a ripple effect that moves beyond your classroom and into society.





- 1 WIN-WIN:** Individuals and organizations practicing Principled Entrepreneurship and demonstrating a growth mindset create long-term value for themselves and others. See examples of student GROWTH MINDSET outcomes on page 40.
- 2 WIN-LOSE:** Individuals and organizations who behave in a principled manner do create value but fail to optimize their value creation by being entrepreneurial in the market. Individuals and organizations who discover and develop principles do create one-dimensional value but failing to apply principles to realize market opportunity doesn't bring them into a world that is 3D (WIN-LOSE).
- 3 LOSE-LOSE:** Individuals and organizations with a fixed mindset fail to contribute to society by creating value for themselves and others.
- 4 WIN-LOSE:** Individuals and organizations who are entrepreneurial in applying Real-World Market Concepts may experience short-term success, but fall short of maximizing long-term value creation in the market.

HOW TO EMPOWER YOUR OWN LESSONS

Experiential learning brings the Foundational Principles and Real-World Market Concepts to life for every individual, providing students the opportunity to apply and experience these concepts in a way that mirrors the real world.



INGREDIENTS

- Experiential Learning
- Foundational Principles
- Real-World Market Concepts

OUTCOMES OF OVERLAYING PMM

Use this reflective tool to overlay **PRINCIPLES + MARKETS = MINDSET (PMM)** onto lessons already in your toolbox, no matter what you teach! This strategy doesn't need to replace your standards, content, or curriculum; you can use this tool to enhance your current lessons and increase positive student outcomes, while helping students discover, develop, and apply their unique talents and abilities. Threading PMM through your lessons can enhance students' ability to retain your content objectives as they become more confident, productive learners.

1 REFLECT

- What kind of classroom culture do I have now, and what do I envision it becoming?
- How are my students motivated to contribute to their own learning and the learning space?
- Which of the Foundational Principles have I seen present or absent in student behaviors during recent lessons?

2 REAL-WORLD MARKET CONCEPTS

- What experiential elements can I bring to this lesson?
- How are my students motivated to contribute to the market?
- How can my students invest in the value others provide?
- Where can my students have choice to show mastery?
- Which market concepts are applicable in this lesson?

3 FOUNDATIONAL PRINCIPLES

- Reflecting on what behaviors I want to see in my students, which of the Principles would I want to highlight?
- How do these Principles, when applied, create value for this lesson?
- How can this lesson bring these Principles to life?

4 DEBRIEF

- How can I ask students to reflect on Market Concepts, Foundational Principles and content-specific topics they did or didn't use?
- **PRO TIP!** Use the CODEC as a tool to integrate the Foundational Principles and Market Concepts into your debriefs.



Find the latest digital version of this document and all Empowered resources, including 100s of classroom activities, tools and support for *bringing education to life*, and a community of growth-minded educators in the Empowered Hub.

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