

Defining a BETTER Way to Operate

Improve organizational communication. Bridge generational gaps.

CAN YOU SURVIVE

THE AGE OF
DISRUPTION?

CREATING THE

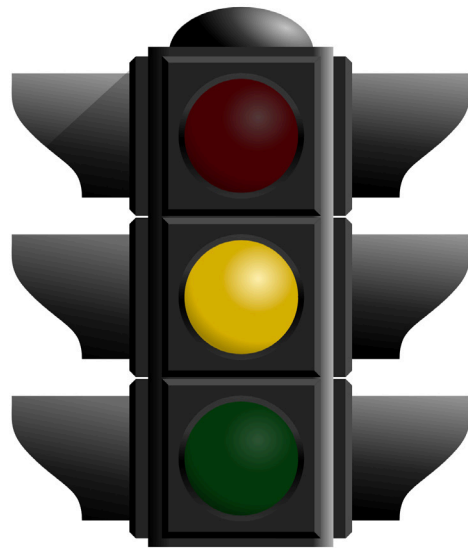
ALL-IN CULTURE

Workshop Workbook

Transform Awarenesses into Habits

→ **Definition:**

- A settled or regular tendency, or practice, that is especially hard to give up
- An automatic reaction to a specific situation



Establishing positive habits:

1. Define a behavior that you would like to make a habit.
2. Why do you want this behavior to become a habit?
3. How much time do you commit to practicing this behavior?

THE EIGHT

INTERPERSONAL BEHAVIORAL SKILLS THAT BUILD TRUST and RESPECT

DEMONSTRATING THE LISTENING TOUCH

1 ACTIVE LISTENING requires you, the listener, to feed back to the speaker what you have heard by way of restating or paraphrasing what you understand, in your own words.

- How often do you “Actively Listen” vs. “Waiting to Speak”?
- Do you set aside time to “listen” during conversations?

[Score your behavior 1-10, with 10 being very good]

BEING VERY GOOD AT EXPLAINING AND EDUCATING

2 EXPLANATION is a set of statements constructed to describe a set of facts that clarify the causes, content, and consequences of those facts. Explanation is subject to interpretation and discussion .

EDUCATION, in the general sense, is a form of learning through which knowledge, skills, and habits of an individual person or group of people are transferred to another individual or group.

- How good you are at Explaining and Educating?

[Score your behavior 1-10, with 10 being very good]

ASKING THE RIGHT QUESTIONS

3 QUESTIONS: Linguistic expression to make a request for information. The skill of asking right questions:

- Categorically: Looking for straight-forward answers and basic information.
- Analytical: Qualified answers (defining or re-defining information)
- Do you ask questions and show an inquisitive nature with clients?
- How well do you use a question that engages individuals and or groups at the level of relationship that best enhances the depth of those relationships.

[Score your behavior 1-10, with 10 being very good]

THE POWER OF A CONVERSATION

4 CONVERSATION is a form of interactive, spontaneous communication between 2 or more people who are following the rules of etiquette. Conversation is a polite give-and-take of subject thought by talking with each other for company.

- How well do you engage individuals and small groups in conversation that allows for equal exchange of information?
- How comfortable are you engaging, considering the time pressures of your workday?

[Score your behavior 1-10, with 10 being very good]

DEALING WITH CONFLICT and DISAGREEMENT

5 CONFLICT is the mental struggle resulting from incompatible or opposing need, drive, wishes – external or internal demands. Conflict is the opposition between people that gives rise to dramatic drama or friction.

- How well do you deal with conflict.
- Do you have a specific strategy to handle conflict?

[Score your behavior 1-10, with 10 being very good]

MANAGING EXPECTATIONS/ CREATING CLEAR AGREEMENTS

6 EXPECTATIONS. In the case of uncertainty, expectation - is what is considered the most likely to happen. Expectation is a belief that is centered on the future. If something happens that is not expected it is a surprise. An expectation is about the behavior or performance of another person.

A **GENTLEMAN'S AGREEMENT** is an informal agreement between two or more parties. It is typically oral, though it may also be written. The essence of a Gentleman's Agreement is that it relies upon the honor of the parties for its fulfillment.

- How consistently do you define, clarify, and or establish clear expectations and mutual understanding with your business relationships?

[Score your behavior 1-10, with 10 being very good]

DEMONSTRATING EMPATHY AND RESPECT

7 EMPATHY is the capacity to recognize emotions that are being experienced by another person. The ability to imagine one's self as the other person. **RESPECT** is a positive feeling of esteem or deference for a person or group. Respect is something that is earned by the standards of the Society in which one lives. Respect cannot be bought or traded - it is built and earned over time.

- How well do you engage individuals and small groups in Conversation that allows for equal exchange of information?

[Score your behavior 1-10, with 10 being very good]

ASKING FOR AND TAKING FEED-BACK

8 FEEDBACK: The return to the point of evaluation or corrective behavior about an action or process. Soliciting and delivering valuable information about these behavioral skills impact your business partners' level of trust in the relationship.

- Do you regularly ask for and/or receive feed-back from your business partners and clients?
- Does asking for feed-back seem like a practical or contrary idea?

[Score your behavior 1-10, with 10 being very good]

CONCLUSION

Total Scores

ADD UP YOUR SCORES [90% = 72; 80% = 64; 70% = 56; 60% = 48]
None of these interpersonal skills are hard to do they just require being conscience of doing them and becoming aware of what you do.

"TRUST", in your business relationships, will set you apart from all your competition, increase your bottom line and gain you the hardest thing to achieve in life - RESPECT."

MANAGING CONFLICT and DISAGREEMENT

Some basic steps allow you to best opportunity to not only survive in an atmosphere of conflict, but break through and be consistently effective at negotiating and winning agreements.

Step One: Clarify what the discussion is about.

In any emotional discussion, people become polarized beyond the actual level of their thoughts. Stay focused and define the key issue. This can save you a tremendous amount of time and emotion and also help ensure that the actual conflict is resolved.

Step Two: Get the other person's position out first.

Getting the other person's feelings and opinions on the table first leaves you in a very important position – you still own your emotions. This allows you to be in control of the conflict and manage the resolution of the issue. Conflict resolution is dependent upon exposing and eliminating raw emotion first – it's okay to leave the process stuck in emotion for as long as it takes to diffuse.

Step Three: Explain your position and remove your emotion.

This process requires self-application. If you are carrying a great deal of emotion and you want a solution to really work, it is important to make sure you have no hidden agendas. Successful resolution depends upon maintaining **trust** and **respect** from the person with which you are engaged in conflict.

Step Four: Agree on something.

The turning point in any conflict is the precise moment when the issue is clear and all emotion is exposed. At this point, people are usually ready to go forward. **Find some idea that you can agree on.** The "thing" that you agree upon is not as important as the fact that you agreed to something. Start by finding small things to agree upon to build a base for a more lasting agreement.

Step Five: Brainstorm possible solutions.

At this point, start thinking about how the issue can be resolved. It is important that both sides know that their participation has been recognized and offered solutions have been heard and considered.

Step Six: Try the agreed-upon solution for a limited time period.

Once you have discussed possible solutions, pick one. The solution itself is not as important to the overall outcome as the process. Do not try to force it as "The Solution." The important part is agreeing to **try the solution** for a short period of time. *People can agree and commit to short-term solutions with much greater comfort and energy than to long-term agreements.*

Step Seven: What does success look like? Understanding how we will know we have arrived at the end of the journey is the only way we can get there.

Choosing a solution and deciding to try it for a period of time helps, mutual understanding of what success looks like builds trust and confidence in both of the conflict resolution model and in a trusting and respectful relationship.

Conflict is inherent in all organizations and relationships. The ability to understand the process of conflict resolution allows you to be a strong player in any environment.

Creating A Clear Message by Informing and Educating

The Creative Brief

Who is your primary target audience?

What do they think, or feel, that might impact their attitudes and behaviors?

How do you want them to feel toward your organization?

How would you like them to act, or behave - do they do this now, or is this new?

Define one main thought from the last 3 questions.

Why should they care?

Any thought starters?

Anything we should avoid?



Managing Change

& Transferring Ownership ▶▶▶

The Initiative Action Plan

Any initiative an organization attempts to accomplish, needs to follow this process before the organization adopts the initiative. The goal is that all impacted team members agree to the basic effort before the plan is initiated. (No more than 1.5 pages in length)

What Are We Doing?

This requires a brief description of what outcome(s) you are trying to achieve.

Why Are We Doing This?

Understanding the "Why" is critical - everyone needs to see the "Why". A second way to define this is "What **Problem** are we solving?"

When Are We Doing This?

Many times this will become a phased-in description. Phase one - Phase two - etc...]

Where Are We Doing This?

Defining where the initiative is focused, including implications for different parts of the organization, impacting different people.

Who Is Involved In Doing This?

By listing all of the individuals that are involved in the initiative, you insure that everyone has to understand their role in the initiative. All individuals listed need to sign off on the project. This process ensures you never say, "I thought we talked about this?"

How Are We Doing This?

This is a brief description of the sequence of steps projected to have a successful execution of the Initiative.

The Art of Making Decisions

Done well and with confidence, this process should transfer ownership, create passion, and drive execution toward solution. **What is the definition of a decision and how do you gain the confidence to make decisions with the right pace and process?**

Decision making is a cognitive process resulting in the selection of a belief or a course of action from among several possibilities.

*Every **decision** making process produces a final choice.*

*Participation allows individuals and groups to influence the **decision** in a representative manner.*

Trusting the Process:

1. Start by making sure you have clearly defined the problem or issue. Never assume that everyone knows what the problem/ issue really is. If you can't describe/ write the problem in a single sentence, and have people read it with mutual understanding, the process will fail.
2. Clearly define the process that you will always [unless you can't] try to follow. Once defined, get 3 opinions - and allow staff to help "source" where the opinions come from.
3. Always define the results of the Process, and inform staff of the decision. The most important aspect of this process, conclusion: **If all 3 opinions are the same**, there is an obvious answer to the problem. **If all 3 three opinions are different**, then there is still some discovery required. **If there are 2 opinions the same and 1 different**, decide if one more opinion is needed.
4. Meetings and the One-Pager - once a decision is made, use the opportunity to convert to Process into an Action Plan. Allow and encourage people to speak and ask questions about what happens next. Trust in the process = team support. Create a short written document that defines the answer to the "5 W's and 1H" - What, Why, When, Where, Who and How. Use the word DRAFT for discussion, this allows people to see that this is not just a decision - it is the start or putting the decision into action. Impacted individuals should always have a personal conversation - Meet with these people before the decision is announced. Explain the "What" and "Why" and them have the final word.

Final Thoughts -

1. No matter what you intended to happen with your decisions, the unintended consequences will win the day.
2. No matter how hard you try - Remember, hard decisions need time, always know when the last day is!

**ALL GREAT DECISIONS WILL TEND TO BE
MADE ON THE LAST DAY!!**

The Impact of Rewards Programs

You get more of what you reward.

A fundamental human desire is to be recognized and praised (rewarded).



In your interactions with others, which behaviors do you think you should be recognizing or praising?



NOTES

What's In Your Toolbox?

Toolbox Notes:

What 2 behaviors are you going to change?

WHAT'S IN YOUR TOOL KIT?

Here are the 16 Behavioral Awarenesses that were discussed in this workshop.

How do you want to use these tools to become great at what you do and how you relate to others?

1. Defining Great: *As a Person and as a Professional*
2. Understanding the "Age of Disruption" and "Defining a Better Way to Operate"
3. There are 3 Types of Leadership: We are now in the time of initiatives.
4. Defining How to Achieve **"The All-in Culture"**
5. How to Turn Awareness Into Habits
6. What is your Personality Profile? *How do you use this understanding to improve your interaction with others?*
7. Generational Differences: *What makes the different generations "Buy In"?*
8. Understanding "Trust and Respect": *The Core Behavior to Your Success*
9. Listening to Understand: ***Never hearing the words "I thought we talked about this"***
10. Transitioning from ***"Telling and Selling"*** to ***"Educating and Explaining"***
11. Problem Solving: ***Never "Define a Solution" before you "Understand the Problem"***
12. Managing Disagreements and Conflicts
13. Managing Change and Transferring Ownership: ***The 5 W's and an H***
14. The Art of Making Decisions
15. The Impact of Rewards
16. How to Manage Expectations

As Nike says,

JUST DO IT!

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