LEADING PEOPLE; MANAGING WORK
1. Removing Barriers & Building Respect

Hello Circle

Back in the mid-1990s, a business school dean from Minnesota, a neuroscientist from Miami and a nun from Central America walked into a bar.

They had been together by an executive at 3M who had spent millions on a new building that was designed to make it nearly impossible for his engineers to not collaborate more effectively. There were centralized bathrooms, no offices, shared workspaces. None of it had made a difference. They still operated in silos.

The bar was at a hotel where the company was holding a product launch. Seizing an opportunity, the nun managed to quiet the bar and asked the 75 people there to form a circle on the dance floor.

Using a tradition adapted from Central American and Native American communities, she asked people to greet everyone by shaking hands and saying their names. People who only knew each other by their roles got to see each other face-to-face. The energy and connection in the room increased as people now knew who was in the room with them.

The 3M leader was excited but bewildered. "Is this all I had to do?" he asked.

Of course not, the nun said. But "hello" is always a good start.

Hello Circle
Exercise Description

Description	This exercise was named the "Hello Circle" by native peoples of both Central America and the Pacific Northwest. It can be used to open and/or close an experience or a workshop. It is essentially a way of connecting to all the other people in the group. While the whole group is standing in a circle, the leader stands in front of the person to the leader's left and greets them by making eye contact, shaking hands, saying hello or good-bye and the person's name. When the leader steps in front of the next person, the last person waits to follow the leader to greet the person to their left and the circle folds in upon itself. When the leader has greeted the last person, they either sit down or leave the group (depending upon whether the experience is over). *NBA High-Five Version: Participants simply give each other a "high five" using the same folding-in pattern. This version is used at the end of a gathering after check out.*
Rationale	Connecting a group that does not know one another or for establishing respect before tackling a potentially challenging situation. The circle can help as it calms the Reptilian brain (creates structure and repetition), engage the Limbic through touch and processes energy. When coupled with caring and sensitivity, the circle can reinforce messages of welcome.
Purpose	• To create a warm group atmosphere that is conducive to making decisions, higher order problem solving and creativity/innovation • To reduce potential hostilities within a group • To reinforce messages of welcome • To open or close a meeting with very positive feelings • To share a positive diversity experience
Recommended for	• Teams • Training groups • Meetings • Families

Features	• Rapid Change Tools:
	  ❖❖ All in the Circle
	  ❖❖ Handshakes
	• Touch
	• Smiles and laughter
	• Words of encouragement
	• Greetings to all by all

Benefits	• Each participant acknowledges and is recognized by every other member of the group • Greater feelings of warmth toward members of the group • Positive touch and sharing
Requirements	• Space for one large circle • A designated person to begin the process • Approximately 15 seconds per person (less for the NBA High-Five)

- Keep the circle

- Speak respectfully (even if the person isn't there!)

- One person speaks at a time

- Name tags stay on

- Electronics stay off until breaks

- Change seats after breaks

Once we know who we're gathered with, it helps to know the rules of engagement.

Every meeting has a set of rules – too often, they are implicit. We think they should be explicit.

We invite them to add to these rules, which we transfer to a flip chart and post in the room.

GO OVER DAY. BREAKS? LUNCH? FINISH TIME?

"You manage tasks,
you lead people…
The difference
in mindset is profound."

Rear Admiral Grace Hopper,
U.S. Navy,
Led the team of coders that
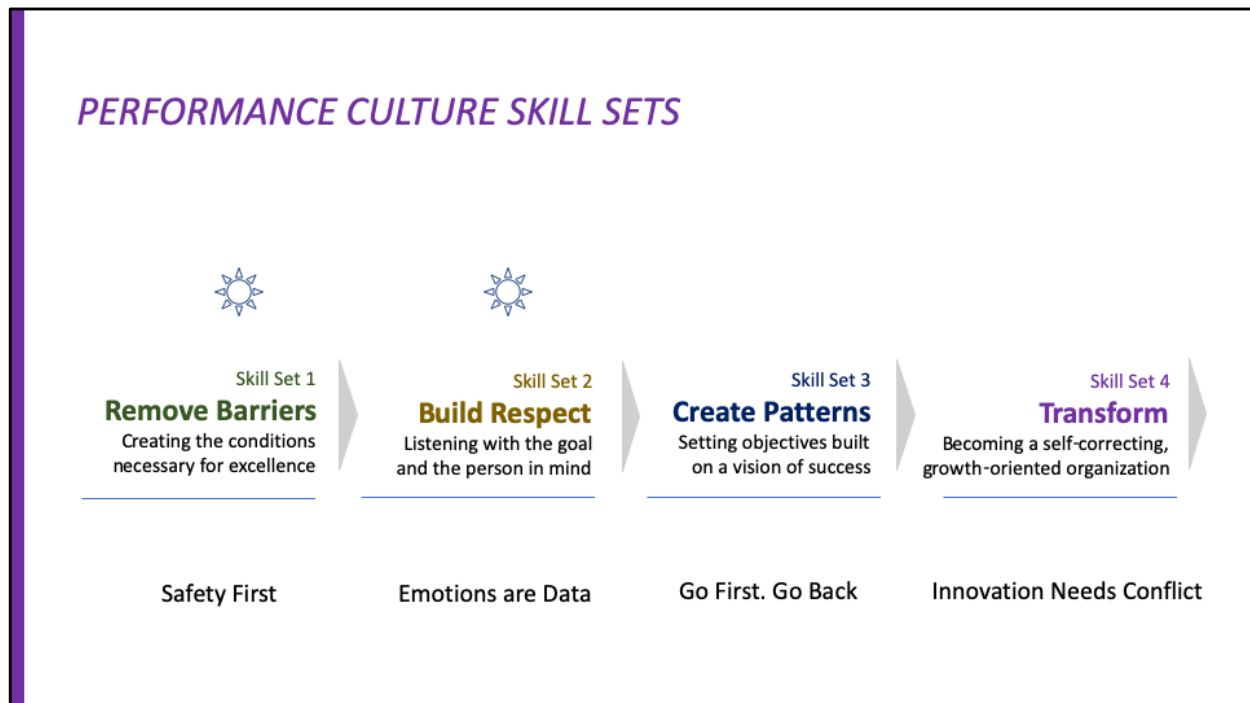developed COBOL computer language

We know who is here.
We know the rules.
Now, we all need to be clear about why

In a generation of emojis and gifs, it is sometimes hard to remember that words are important because they create a mindset.

Grace Hopper, who developed the COBAL programming language, made this observation after years in the Navy.

When you treat people as their role, in essence as an inanimate object, you are simply asking to fail. When we are too focused on the tasks, we tend to ignore the people, who have emotions, motives and responses that impact the quality of how those tasks are executed. If we focus too much on the people, we can put their satisfaction above the quality of execution.

PERFORMANCE CULTURE SKILL SETS

Skill Set 1	Skill Set 2	Skill Set 3	Skill Set 4
Remove Barriers	**Build Respect**	**Create Patterns**	**Transform**
Creating the conditions necessary for excellence	Listening with the goal and the person in mind	Setting objectives built on a vision of success	Becoming a self-correcting, growth-oriented organization
Safety First	Emotions are Data	Go First. Go Back	Innovation Needs Conflict

We're here to learn the skill sets necessary to lead an organization. This isn't complicated but it is complex.

THESE SKILLS ARE DERIVED FROM four simple concepts that come from a BETTER UNDERSTANDING OF HUMAN BIOLOGY AND THE BRAIN.

These are the four sets of skills you a brain savvy manager can master to create a Performance Culture:

1. Identify and remove barriers to excellent performance, be they Process, People or Knowledge.

2. Build a culture of respect in which people know where they stand, can raise issues, solve problems, and are given responsibility and accountability.

3. Set Meaningful objectives and improve processes that create process that help everyone understand what success looks like.

4. Be self-correcting and forward-looking, so your team is proactive when possible, quick to react when needed and always looking to learn and grow.

Today is about Safety First and treating Emotions as Data: This translates into identifying and removing what gets in the way of your team achieving excellence.

? Check-in

1. Name
2. Title
3. How long?
4. How many people report to you?
5. First concert?

We know who is here.
We know the rules.
We have an idea of why we're here.

That goes a long way to creating safety …

The missing component is this … If people don't speak within the first 5 minutes of a meeting, they likely will not contribute later. In this process, everyone gets to hear their voice and contribute. The check-in can be light or it can ask for progress on specific plans.

Check In
Tool Description

Description

This is an excellent tool with which to open meetings and gatherings. Each participant has an opportunity to speak about what has happened to him/her or voice opinions, questions, appreciations, viewpoints or concerns that may be both personal and professional.

Rationale

Everyone's opinion counts inside a group effort. When people feel free to voice opinions and personal occurrences inside a group environment, they feel personally connected to one another. They tend to work more closely with each other and cooperate more. This is a quick way to get people connected at the beginning of a meeting, to open up communication from the beginning and start off on a positive note, absent fear or insult.

Purpose

- To connect to others on a personal and/or feelings level
- To practice listening to and respecting others' opinions, viewpoints
- To facilitate communication, questions, concerns
- To build group cohesiveness and community
- To provide a forum for sharing personal insights
- To reinforce the message of welcome and unity inside the group

Recommended for

- Introduction to meetings
- Orientations
- Any time a group has re-formed after some time apart

Features

- Rapid Change Tools:
  - ❖❖ Storytelling
  - ❖❖ Listening
  - ❖❖ All in the Circle
- Expression of opinions
- Respect for others' opinions
- Listening with no one speaking out of turn
- Constructive, supportive comments from the group
- Everyone checks in

Benefits

- Sets a path for cohesiveness by building community and compassion
- Offers an opportunity for participants to communicate personal or professional good or bad news.
- Creates awareness of feelings of others
- Draws the group together
- Prepares participants to focus more fully on a business task or meeting purpose by providing a mental and emotional transition time

Requirements

One to two minutes per person with a larger group, more with a smaller group

Think. Act. Feel.
Feel. Act. Think.
Feel. Think. Act.

Most organizations are built on the aspirational premise that people Think, Act and Feel – in that order.

Does that seem right to you?

This flawed belief has led us to approaches that emphasize separating "work" from "personal." It led Henry Ford to ban the telling of jokes at work. It forced people to overly compartmentalize their lives and create work personas and their "real" personas. We've built processes that disregard people's emotional responses, that assume logic and this has led to uncounted bad decisions and lost value.

The consequences for business and people have only gotten worse as the work we do becomes more cognitive and less physical, more solution-finding and less task driven.

The fact is our brains are not wired this way. Over the last 30 years, researchers of many types – Neuroscientists, Economists, Evolutionary biologists, among them – have demonstrated that we Feel, then Act on that feeling; and then Think up reasons to explain our actions.

Because of the way our brains developed and are ultimately wired, the best we can hope for is Feel, Think, Act.

But in no world we know of does Think come first. We cannot delude ourselves by disregarding emotions**. Feel always comes first.**

As we begin to wrestle with the implications of this, one of the first things we realize is that "reason" doesn't change people's minds – it is simply a means for getting your way. The fact we have been reasoned into bad decisions should be proof enough of this truth.

The research is clear that to understand change, believe in a new direction or simply trust you as a leader, people need to have an experience of the new, in addition to having the words and concepts.

What you commit to.

Consider phobias …

• Can you talk someone out of a fear of heights? A fear of snakes?

• Virgin Atlantic understood this when they addressed the fear of flying by setting up a center where people can experience simulated up to 50 take-offs and landings while also learning about how airplanes operate and the safety measures in place.

For practical purposes, telling people to leave their emotions at the door is telling people to leave half their brain at the door.

As we will see, the energy it takes to suppress emotions slows us down and exhausts us for very natural biological reasons.

Traditional Management		Brain-Savvy Leadership
• Runs against how humans are wired		• Works with the brain, not against it
• Assumes a knowledge imbalance between managers and employees		• Assumes employees want to learn and are able to process new information
• Believes each employee's performance is the manager's responsibility		• Believes performance is driven by employees; guided by leaders
• Is built on managers knowing everything.		• Is built on empowerment with accountability
• Assumes binary is the most efficient form of question and decision.		• Results in decisions that are informed by data and experience.

When you start with the assumption that people can think first, it leads you to think poorly of them if they don't think the same way you do. The result are policies that punish everyone for the sins of a few; decisions that assume bad intentions and reinforcement of an Us vs. Them mentality.

IF instead you recognize that every thought and action begins with a feeling, this leads you to a different set of assumptions that we call brain-savvy leadership.

Counter-intuitive, brain savvy lessons

- A managers first job is to **clear barriers** to excellent performance

- Treating **emotions as data** leads to better business decisions than simple binary logic

- Companies are only as good as the **quality of their conversations**

- **Positive and negative feedback** not only don't improve performance they **make it worse**, unless the receiver gives permission.

- **Anger can be helpful**; apathy is always dangerous
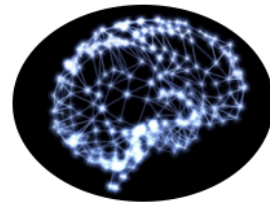
The more we're learning about the brain, the higher the probability that most of what we were taught about management is wrong, or at the minimum, incomplete.

Of course, trying to apply these learnings can be awkward.

They often feel wrong, at first.

This is a list of truths that numerous industry, academic and practical studies have determined:

PAIR & SHARE: Discuss with your neighbors which of these seems the most difficult to wrap your head around. Have each pair share.
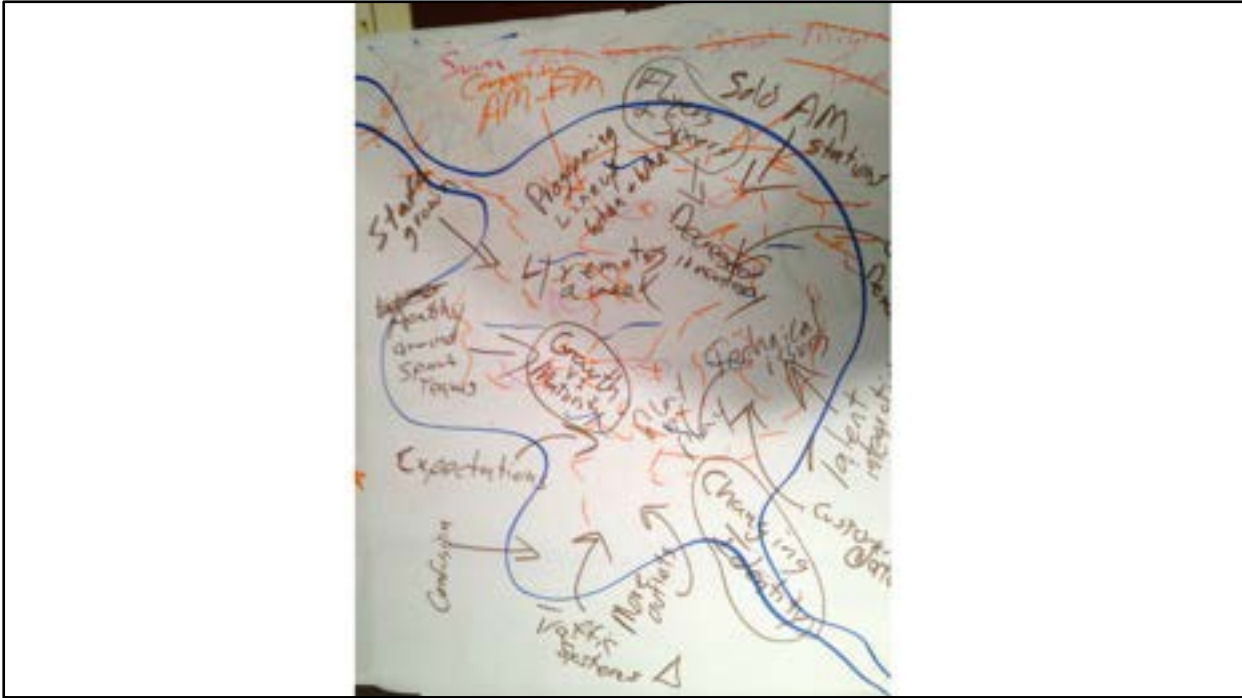
TOXIC POOL EXERCISE

Toxic Pool
Exercise Description

Description

This exercise enables participants to process verbalize and recognize those changes, experiences, and issues encountered over the years that they have had little or no control over but that significantly impact their current work. Participants will brainstorm the above encounters that contributed to creation of a toxic environment. The instructor will create a poster that will depict **all** contributions. Participants will see the instructor modeling the Rapid Change tools; Drawings/Pictures and Color.

Rationale

key issues at play: Understanding what we control and what we react to, with an emphasis on the kluge nature of most organizational processes; there is a difference between complex systems and systems we've made complicated – things build up over time and so blame is not useful and it can take time to improve. This exercise will create insight and understanding among participants as to their history and experiences.

Purpose

- To process emotional energy
- To recognize and come to terms with outside toxins in the current organization
- To create insight and understanding among participants
- To model Drawings/Pictures and Color tools

Recommended for

- Co-workers
- Teams
- Training groups
- Merger and Acquisition groups

Features

- Rapid Change Tools:
  - ❖❖ Pictures/Drawings
  - ❖❖ Color
- Brainstorming
- Expression of emotions

Benefits

- Reduce toxins in current environment
- Create common understanding amount participants relative to history
- Introduction of Rapid Change tools; Pictures/Drawings and Color

Requirements

- Flip Chart
- Colored Markers
- Approximately 15 to 20 minutes for this exercise

- **BRAIN BASICS for leaders**

  APPLICATION: The leader's role in a Performance Culture

  BARRIERS: Identify and Remove

  EMOTIONS ARE DATA

  QUALITY CONVERSATIONS

  CONVERSATIONS, PART 2

  FEEDBACK DOESN'T WORK!?!?!

  ROLLING OUT SIGNIFICANT CHANGE

  DIFFICULT CONVERSATIONS for leaders
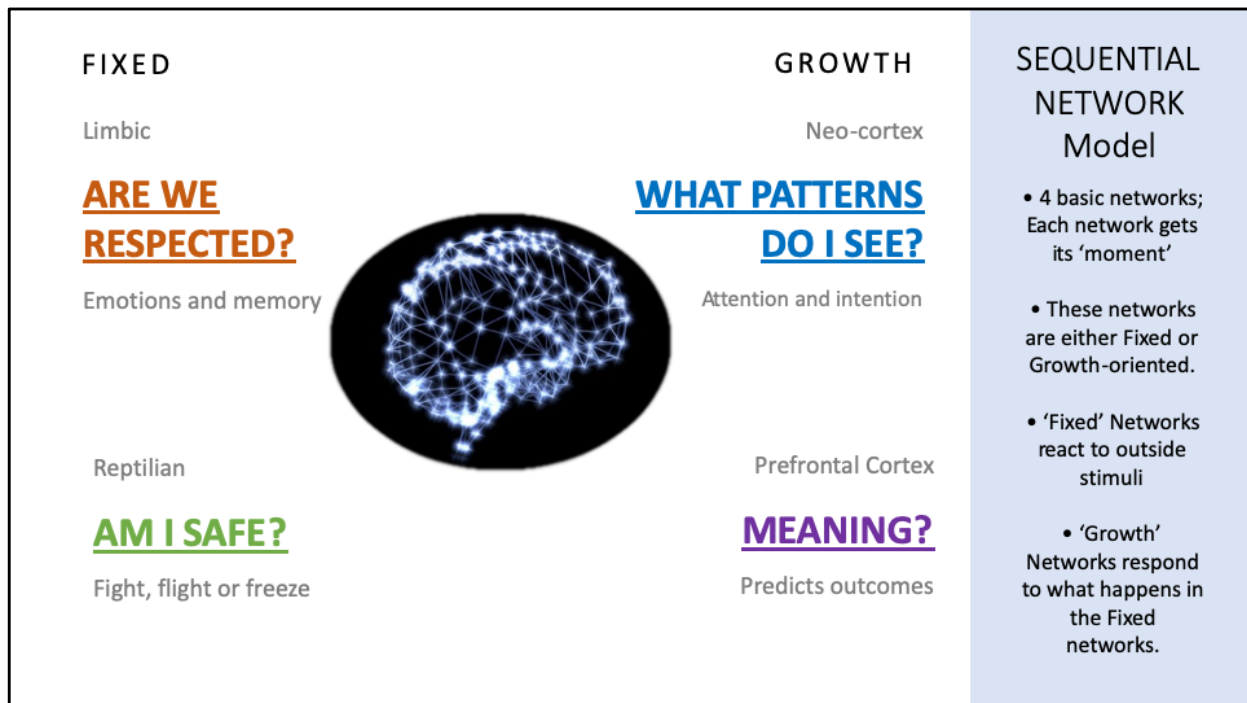
Heart?   Lungs?   Liver?

Results may vary depending on use

So we're going to start with a quick overview of how our brains process new information.

We all have hearts that process blood in basically the same way, which is why we can do heart transplants. And lungs that operate the same. Of course, results may vary based on use.
Especially when it comes to our livers …

Brain?

Results may vary depending on use

The same is true about our brains.

People tend to think of our brain as a computer.

This is grossly understating its power. Our brains are made up of 85 million neurons which are organized in networks that handle specific types of information – think of each of those neurons as a computer that is connected to multiple networks – as many as 10,000 per neuron and you begin to see the power of your brain.

There are networks that process sound from our ears; vision from our eyes, taste, smell, etc.

FIXED

Limbic

ARE WE RESPECTED?

Emotions and memory

Reptilian

AM I SAFE?

Fight, flight or freeze

GROWTH

Neo-cortex

WHAT PATTERNS DO I SEE?

Attention and intention

Prefrontal Cortex

MEANING?

Predicts outcomes

SEQUENTIAL NETWORK Model

• 4 basic networks; Each network gets its 'moment'

• These networks are either Fixed or Growth-oriented.

• 'Fixed' Networks react to outside stimuli

• 'Growth' Networks respond to what happens in the Fixed networks.

We are mostly concerned with these four networks that act as gatekeepers when we come across new information. Metaphorically they ask questions that determine how much of the information we process, remember and can act upon.

These networks in essence divide the brain in half. The two FIXED OR "FAST" networks respond to the outside world, while the two GROWTH OR "SLOW" networks observe and respond to what's happening in the FIXED.

Developing skills to REMOVE BARRIERS & BUILD RESPECT requires us to understand these FIXED networks – Reptilian and Limbic; and how they interact with the GROWTH networks.

An over-reliance on these FAST, FIXED networks leads people to believe they are gifted in some areas and not in others, leading people to not expand their universe; GROWTH,
SLOW networks emphasize the hard work and practice needed to achieve and therefore take on new assignments.
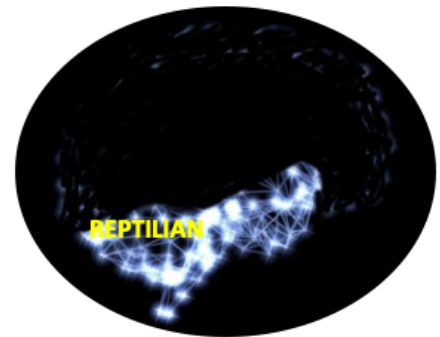.

FOCUS	FIXED GATEKEEPER
Me	**Reptilian**
QUESTION	1. Most ancient part of the brain
Am I Safe?	2. Constantly monitors for threats; responds with anger or fear
	3. Territorial & Defensive
UNIQUE FUNCTION	4. Built for speed, not accuracy
Fight, Flight or Freeze	

Without safety, employees tend to flip-flop between compliance and rebellion. Another way to say this is that people have to know where they stand in an organization or they will either react with anger or fear.

The Reptilian Network is …
Really Old: The Reptilian network is built around the amygdala, an ancient brain area the size of an almoond that manages everything your body does without you thinking about it – this network is all about keeping you breathing, your heart beating, your liver working, etc.

Very Reactive: Because of this role it is focused on your core physical and mental survival; therefore it is home of the Fight, Flight or Freeze response. Your brain wants you to decide if you're safe before it lets you do anything else.

Indiscriminate. To make that decision it will use the best available evidence – often wrong or incomplete – to fill in needed gaps. This brain is built for speed, not accuracy, because if there is a threat, the longer you wait to decide the more likely you don't survive.

Experiments show that people who see pictures of a hostile dog and a hostile boss experience the same chemical reactions in their brains.

Application: Safe cultures are essential for improvement or change. Frightened or angry people resist even positive change. It makes little sense to start with the aspirational goals of such a change when there is one question that will be distracting most people: How does this impact Me?

No one makes you angry or scared

There is no remote control to your reactions.

If there was, why would you hand it to someone who could hurt you?

Reaction

40 mph

Decision point

4 second chemical reaction

Event

480 mph
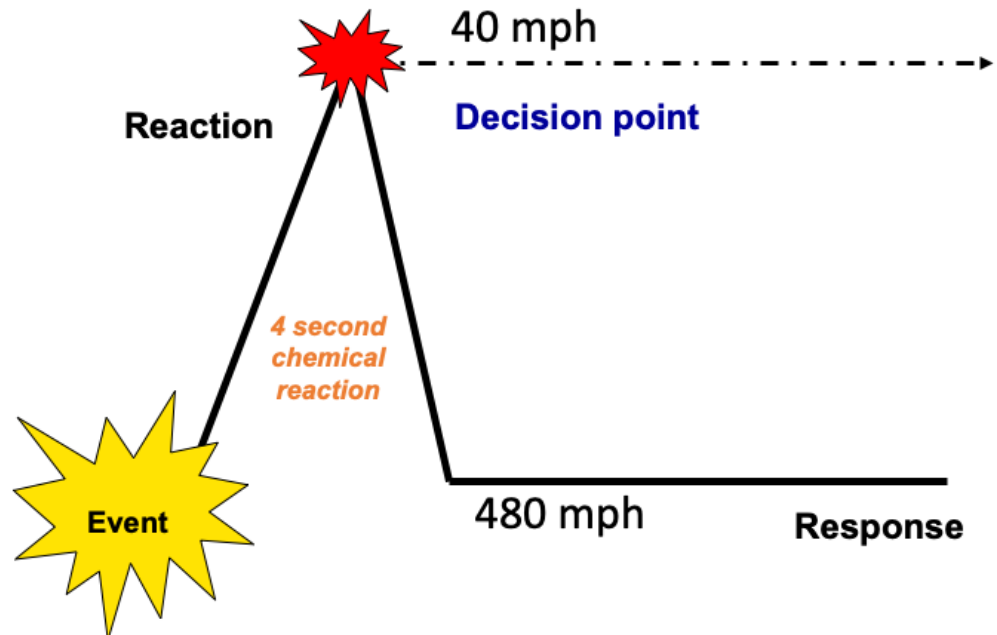
Response

Purpose: When something happens the Reptilian networks automatically react and then influence whether and how we respond.

It is another vestige, perhaps, of our days in the jungle, when we heard and sensed the tiger long before we saw it.

Talking Points:
• Use road rage as an example: There are no crimes of passion: When someone cuts you off in traffic, the one-finger salute you give them is a reaction; chasing their car, tailing them and eventually running them off the road into a ditch is a choice.

•The Reptilian Brain is built for speed, not accuracy.

•When an event happens, we first REACT, which is a 3-5 second chemical event in our brain.

•The brain sends the oxygen needed to make quick neural connections out to our extremities so we can either run or fight.

•After that 4 seconds, we have the ability to respond - accessing higher parts of our brain. If we stay in react mode our neural connections slow down to 40 mph. If we choose to respond, those connections can reach 480 mph.
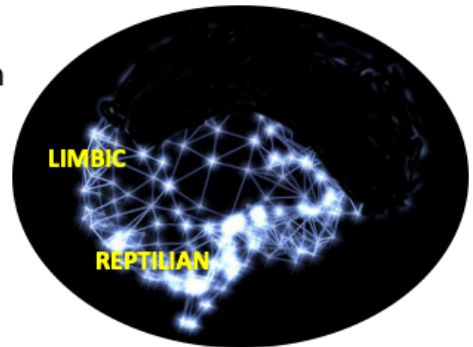
FOCUS	FIXED GATEKEEPER
My tribe	**Limbic**

FIXED GATEKEEPER

Limbic

1. 250,000 years old; where our long-term memories are stored

2. Hyper-aware of body language and tone

3. Has strong sense of belonging

4. Where our 'gut reactions' happen

FOCUS

My tribe

QUESTION

Are We Respected?

UNIQUE FUNCTION

Emotions & Long Term Memory

values chocolate Love COLOR Hate HUGS trust Passion Emotions smiles feelings Fun jokes belonging

LIMBIC
REPTILIAN

Seat of emotions: The Limbic Network is where the hormones that regulate emotions are generated.

Home of long-term memory. While our short-term memory is good at keeping track of where we put our keys (at least most of the time), our long-term memory is anchored here, entwined with our emotions. Our past experiences carry an emotional charge that is encoded in memories. **That is how and where "gut decisions" are made.**

Sensitive to Respect: The mix of memory and emotions helps us recognize we are part of a family, group, network or workplace. It looks for signs of respect and inclusion in people's body language, facial expressions and tone of voice. It remembers what we feel is important, not what we calculate to be important. If we feel listened to, we feel respected.

Experiments show that dogs have a limbic network more robust than ours. Many owners think their pet understands them because dogs can read your body language and tone of voice.

If we don't feel respected it triggers our Reptilian Network, which, in turn, triggers our Fight, Flight or Freeze response and shuts down the rest of the brain.

Talking Points:
•Very interested in others, with an attitude of "How can I help?"
•You can't talk someone into being part of a team/group, they have to feel it
•There needs to be alignment with mission/goals of a team and team member's feelings, values

"We remember what we *feel* is important...
not what we *calculate* is important."

John Ratey, MD
Harvard University

Purpose: To emphasize that we remember what is important through feeling tones and alignment of values not through calculations/data.
Talking Points:
•John Hopkins study in 2004 took two groups of 100 heart attack patients waiting for angioplasty:
1st group: Doctor listed several practical things the patient needed to do to avoid angioplasty—19 out of 20 came back within 2 years for more surgery.
2nd group: Loved one delivered the list and tied it to emotional milestones "so that you'll be hear to see Andrew graduate from high school, Dad, go to college, get married, know your grandchildren…" 16 out of 20 in the group didn't go back for more surgery.

DO YOU REMEMBER WHERE YOU WERE …
Challenger Explosion   How many astronauts died?   7
9/11   How many people total died?2,992
• The problem with having an emotion-based memory system is that it was designed to motivate survival and safety, not accomplishment. Those emotions tied to accomplishment, such as competency, pride, courage and joy are different in duration and intensity than safety.
• The other issue with emotion-based memory is that it is not reliable about details because each time we recall and then store a memory, it adds new context.
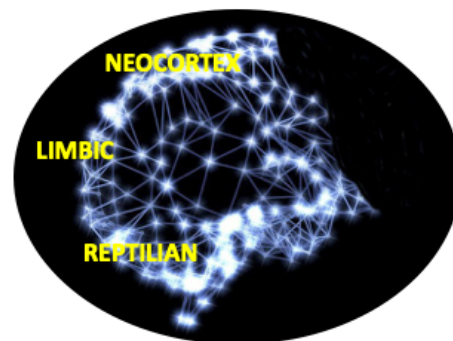• The 9/11 memory experiment

FOCUS	# Neocortex
Patterns	1. 50,000 years old; is not finished developing
QUESTION	2. Looks for patterns in "what is" and labels them good/bad; expected/unexpected
What is?	3. Home of short-term, or working, memory
UNIQUE FUNCTION	4. Two hemispheres – the right is devoted to a broad focus and the left to details.
Applies attention & intention	

•Why is it that emotions are often more powerful than reason and logic?

While the Limbic Network has been refined by a hundred million years of evolution, the Neocortex, our logic center, is just 50,000 years old. In essence the Reptilian and Limbic networks have squatter's rights; every input that reaches the Neocortex must first pass through them.

Young and observant: One way to think about this network is that it is very powerful but evolution hasn't had time to work out the kinks. Its main job is to look for patterns. This first allowed us to become better hunters and then to recognize seasons and weather patterns, which allowed us to farm.

It has grown into the creative and logical part of the brain where data is gathered, details observed and other higher functions occur. Historically, people called this the hemispheric brain, believing the left and right sides of the brain had different functions. We now recognize that these hemispheres are interdependent.
•**Experiments** looking at how we read, for example, show the right brain recognizes a letter as a symbol for a sound and communicates with the left brain that these symbols go in a specific order to form a word. But experiments also show this network is easily distracted and cannot be efficiently accessed until the Reptilian and Limbic brains are calmed.
•**Application:** The ability to see patterns is humanity's gift. But it also is very deceiving – there is a difference between seeing a pattern and knowing what it means. This often leads to confabulation: attributing conscious choice to behaviors that have been influenced unconsciously, while we assume our own choices are guided solely by the explanations we conjure.
•Candy bowl at San Diego office pattern story

Raednig tihs snetnece is
pssobile bceuase we use btoh
sdies of our barin.

Neocortex hemispheres are connected by the Corpus Collosum.

The constant back-and-forth gives us a glimpse into how the two halves support themselves when reading a jumbled sentence.

RIGHT – Letter is a symbol for a sound
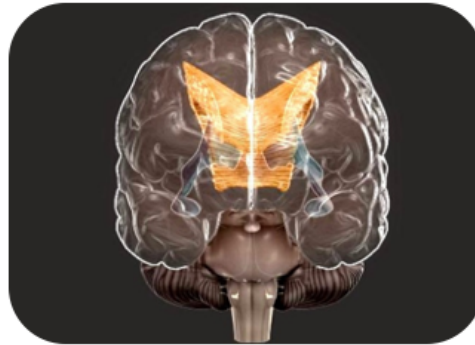LEFT – Letters belong in an order to make a word
RIGHT – Context allows us to know what the word's meaning is.
LEFT – Words form sentences, which RIGHT in context, has added, LEFT, meaning.

TWO HEMISPHERES NOT 16 PERSONALITY TYPES

Left Brain
- Narrow focus
- Attention for detail
- Logical
- Mathematical
- Analytical & linear
- Time-oriented
- Organized
- Likes to plan

Right Brain
- Broad attention
- Alert for new
- Emotional & metaphorical
- Musical
- Relationship-oriented
- Comfortable with chaos
- Likes to be spontaneous

CORPUS COLLOSUM
Pathway that connects
right and left brain functions.

Purpose: To illustrate the left and right brain characteristics and dispel people's reliance on Myer's-Briggs like personality tests.

Exercise: Right/Left Brain Dialogue

Talking Points:
• Myers-Briggs and other personality tests are dangerous – not because they make false observations about our preferences, but because the Neocortex often mistakes preferences for hardened, unchangeable characteristics. This ignores about 50 years of brain science.

Which characteristics (left or right) do we seem to value in western culture business? (left)
• Eastern cultures have traditionally valued the right brain characteristics in business.
• Barb's Pakistan story – 10 days, first 5 were getting to know each other, then 4 to work, then one to celebrate the work.
• As we become more global in business, does it seem important to understand and appreciate both sets of characteristics?
• We all have left and right brain hemispheres. We may not have developed enough cortical connections that allow us to move freely between hemispheres.
• The good news is we can continue to develop these connections throughout life on purpose
• People who suffer damage to the right hemisphere often have a pathological narrowing of their window of attention to the extreme that they don't recognize the left side of their body as being their own.

Tie-Downs:
• Business in western culture has traditionally valued left brain characteristics
• Business in eastern culture has traditionally valued right brain characteristics
• We all have the capacity to develop cortical connections which allow us to access both hemispheres

Meaning

What if?
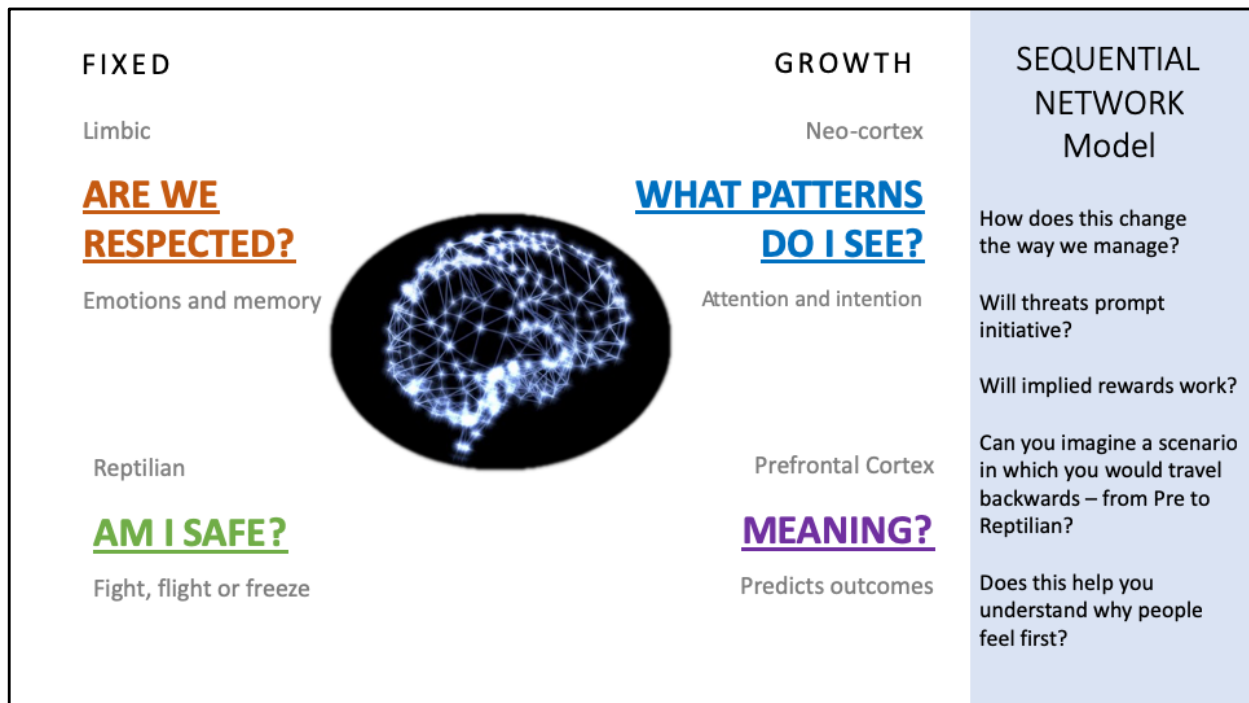
Predict multiple outcomes from a single event

GROWTH NETWORKS

Prefrontal cortex

1. Youngest brain network; developed to inhibit Reptilian and Limbic networks

2. Takes patterns observed by neocortex and attempts to make meaning of them

3. Has a "high-speed connection" to the Limbic Network, which it talks to when we sleep

4. Innovates by taking existing knowledge and bending it, blending it or breaking it
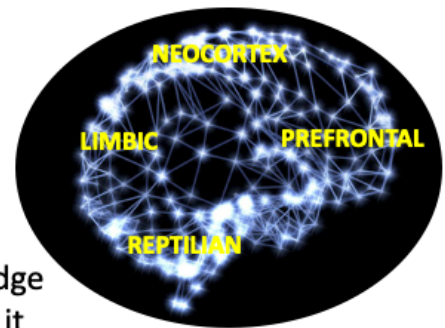
• The Prefrontal Cortex functions as the puzzle master, figuring out how to fit together all the patterns the Neocortex has observed. This gives humans the rarest of abilities: To see multiple consequences from a single behavior.

•This network can override your emotions and your amygdala's Fight, Flight or Freeze response. Ironically, because it is the last part of our brain to develop, it does so only after the amygdala is engaged; not before, when it would be most helpful.

•Experiments show this is where the brain works to understand the complex and simplify the complicated. While we use those words interchangeably, your brain sees them differently:

• Complex is a natural state of many systems with integrated parts and multiple impacts. Complex systems can be studied and understood because there is an internal cohere

• Complicated is something done to a system. These are changes, alterations and interventions that skew the natural and expected sequences.

• Our prefrontal cortex makes sense of this by constructing connections – or, what we call "stories." To build stories, this network relies heavily on active connections to the emotions and memory in the Limbic Network.

•Application: Using stories to change behavior is more effective than logical declarations. Because stories don't necessarily proclaim truth – each person takes away a slightly different meaning from the same story – they don't trigger the Reptilian Network or elicit attempts to refute them. So "own" the story your employees are telling about you and your company.

FIXED

Limbic

ARE WE RESPECTED?

Emotions and memory

GROWTH

Neo-cortex

WHAT PATTERNS DO I SEE?

Attention and intention

Reptilian

AM I SAFE?

Fight, flight or freeze

Prefrontal Cortex

MEANING?

Predicts outcomes

SEQUENTIAL NETWORK Model

How does this change the way we manage?

Will threats prompt initiative?

Will implied rewards work?

Can you imagine a scenario in which you would travel backwards – from Pre to Reptilian?

Does this help you understand why people feel first?

It is important to emphasize here, again and again that information only flows one way through the brain.

Challenge the group: CAN YOU THINK OF ANY EXAMPLES WHERE GOING BACKWARDS HAS WORKED?

IF TIME, have them try to come up with scenarios when people have tried to go backwards.

BRAIN BASICS for leaders

● APPLICATION: The leader's role in a Performance Culture

BARRIERS: Identify and Remove

EMOTIONS ARE DATA

QUALITY CONVERSATIONS

CONVERSATIONS, PART 2

FEEDBACK DOESN'T WORK!?!?!

ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

PERFORMANCE CULTURE: ACCOUNTABILITY

WHY
- Vision of Success
- Company Values
- Annual Objectives

HOW
- Qrtly Objectives
- Key Results
- Tactics

Senior Leaders Direct the Why
By creating a vision of success, leaders ensure employee goals and actions can be aligned and guard rails established for accountability

Managers Empower the How
So employees can timely decisions, recognize opportunities aligned with organizational goals and focus on continuous improvement

In a Performance Culture, senior leaders set the why and the what – the vision of success, the values and the metrics that they believe the company must reach in order to sustain growth.

The leaders that report to them – the directors and managers – are responsible for crafting the how by tapping into the knowledge of those closest to the product and the customers.

The two groups overlap on setting quarterly objectives that lead to annual goals.

When things go wrong at a company, it most often is because senior leaders are spending too much time in the "HOW" and not enough time choosing the right WHY and WHAT.
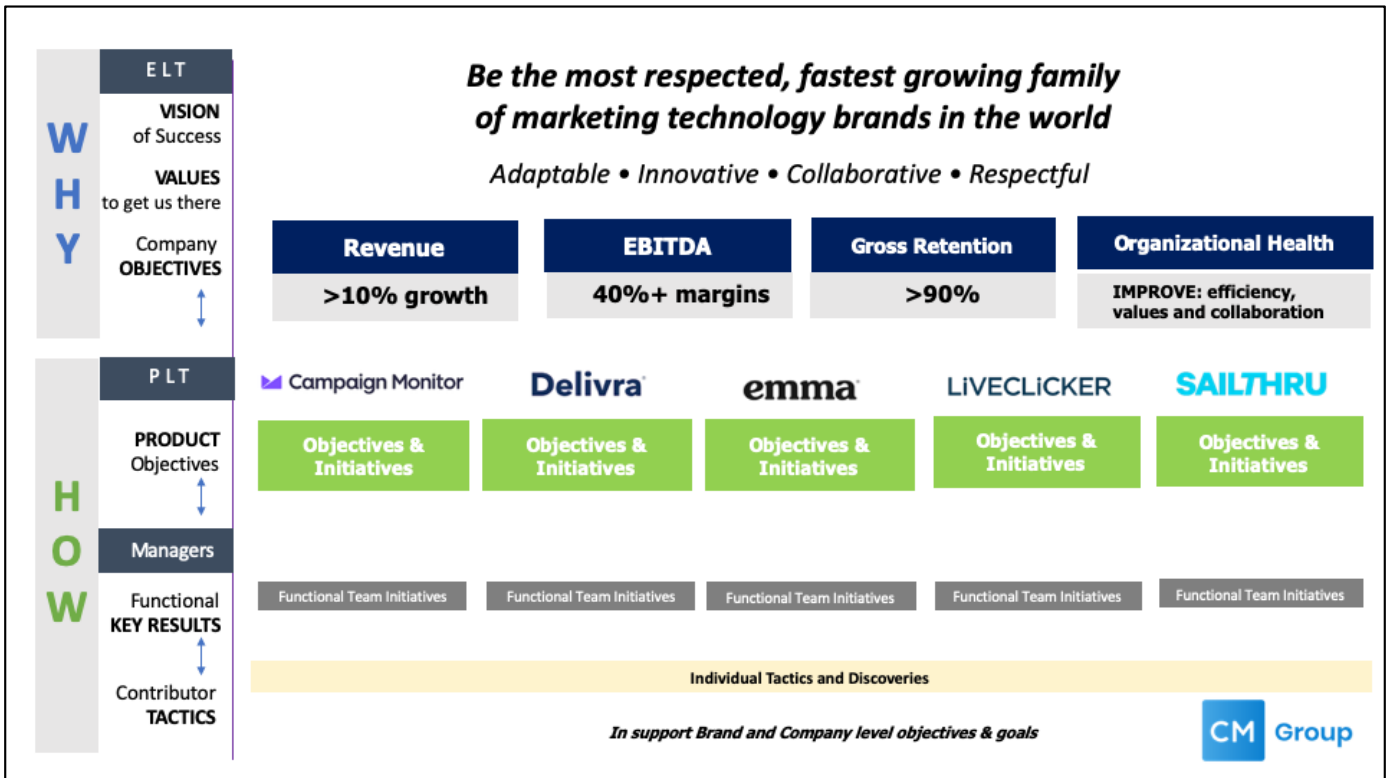
At CM Group the executive leadership chose this as their vision of success (THE WHY) and identified these values as necessary to creating the culture that will facilitate reaching this vision.

Respected = Retention, efficiency, values and collaboration
Fastest Growing = 10% revenue growth and 40% margins.

The HOW is now in the hands of Product Leadership Teams, who will set quarterly objectives and whose managers and individual contributors will identify key results to support those objectives.

YOU ARE THE "HOW"
THAT WILL DETERMINE WHETHER CM GROUP SUCCEEDS

YOUR UNDERSTANDING OF THE SKILL SETS
WILL DETERMINE YOUR INDIVIDUAL SUCCESS
AND THAT OF YOUR TEAM.

The skill sets come from fundamental brain biology. But some of them may seem counter to what you've learned and therefore may seem awkward.

At one end there is Henry Ford, who made telling jokes on the assembly line a fire-able offense. At the other are Zappos and Gore, where there are few, if any, titles and everyone gets to choose what projects they work on.

In between there are more than 50,000 books, each having their own secret sauce, like so many diet plans. They may work in the short run. But there's a reason there are so many books. Mostly to make money.

We wanted something simpler. We survey around 12,000 companies each year in a broad range of industries. By studying the companies that both performed above their benchmarks and had engaged employees, we found they had four skill sets in common. These skill sets build on each other.

You'll notice that the first are about creating the conditions necessary for people to perform excellent work.

The next two involve getting those people to better create and manage the tasks. This is what people should mean when they say things like "our people come first."

BRAIN BASICS for leaders

APPLICATION: The leader's role in a Performance Culture

● **BARRIERS: Identify and Remove**
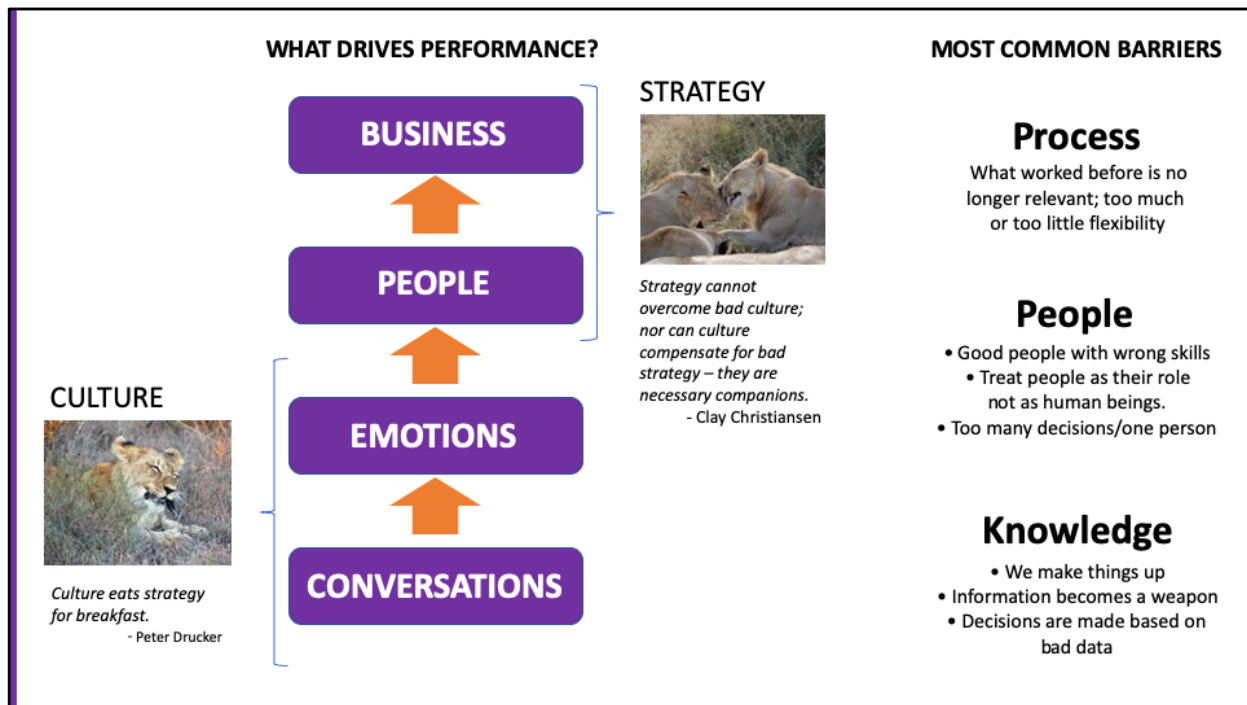
EMOTIONS ARE DATA

QUALITY CONVERSATIONS

CONVERSATIONS, PART 2

FEEDBACK DOESN'T WORK!?!?!

ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

WHAT DRIVES PERFORMANCE?

BUSINESS

PEOPLE

EMOTIONS

CONVERSATIONS

STRATEGY

Strategy cannot overcome bad culture; nor can culture compensate for bad strategy – they are necessary companions.
- Clay Christiansen

CULTURE

Culture eats strategy for breakfast.
- Peter Drucker

MOST COMMON BARRIERS

Process
What worked before is no longer relevant; too much or too little flexibility

People
• Good people with wrong skills
• Treat people as their role not as human beings.
• Too many decisions/one person

Knowledge
• We make things up
• Information becomes a weapon
• Decisions are made based on bad data

One of the common themes about good leaders is that they understand people at a level that allows them to motivate, communicate and connect individuals to the company's mission. This has been called Emotional Intelligence in contrast to IQ.

Attempts to classify and measure EQ are specious at best, as are tools such as Myers-Briggs that bucket people into types. These are Ouija Board .style parlor games that if taken too far can create real damage. You cannot run a successful company where everyone gets treated according to their triggers, aspirations and learning styles.

What you can do is understand what we have in common. As leaders, we have an obligation to understand how people make decisions so we can help them make better decisions.

The simple way to think of this is through a stripped down equation:
Business is driven by people;
People are driven by Emotions;
Emotions are the product of internal and external Conversations.

Each of the arrows is a space for a potential barrier to excellent performance. Those barriers usually fall into three buckets – Process, People or Knowledge. Removing those barriers requires upgrading skills in three areas: prioritization, execution and collaboration.

Table Talk: What barriers are top of mind for you today and how would you classify them?

DRAW the BARRIERS

KNOWLEDGE • PROCESS • PEOPLE

1. What barriers get in your way for creating a culture of excellent performance.

2. Drawings get ideas out more quickly and with much more focus than simply talking.
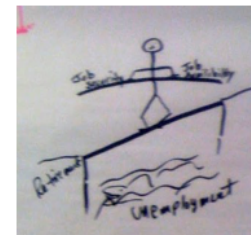
3. Have each person briefly explain their drawing.
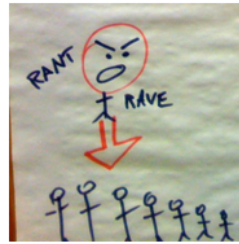
PEOPLE

DIRECTION

PROCESS

KNOWLEDGE

Participant Current State
Exercise Description

Description

This exercise allows participants to share deeper perceptions of the state of the business and work environment with others using the pictures/drawings and color tools. Participants use images and universal symbols to illustrate what is getting in the way of them being most effective in their jobs.

Rationale

It is difficult to shape a new future without sharing a common understanding of the "Current State". It can be hard to grasp the reality of the work environment and the business climate using normal channels of communications, which can invite apathy, resistance, or "shooting the messenger".

Pictures/drawings engage the creativity of participants and help all to understand. In our experience, frank assessments of the business situation in pictures/drawings are more welcomed than the same information might be in a regular format. This Rapid Change method opens the door to grater truth telling and more welcoming of the messenger.

Purpose

- To express in images the major issues in the current internal work environment and the business state
- To learn to welcome differing perceptions of the current reality
- To create a grater sense of ownership for the current internal environment
- To create a clear desire for a better future

Recommended for

- Teams
- Leadership groups
- Groups experiencing significant change
- Groups challenged by the current state
- Acquisitions and Merger groups

Features

- Rapid Change Tools:
  - ❖❖ Pictures/Drawings
  - ❖❖ Color
- Working in small groups
- Drawing a picture illustrating results of group discussion
- Group discussion
- Sharing viewpoints and feelings

Benefits

- Open, respectful discussion of differing views of the current state of the group
- Examination of personal viewpoints in the context of sincere dialogue
- Shared understanding of significant issues that need to be addressed
- Greater awareness of common concerns
- Clearer perceptions of the current state, which enhances the development and implementation of change strategies

Requirements

- 30 minutes
- A room large enough for four small groups
- Four Flip charts

Why drawings?

Below are examples of the hundreds of drawings we have collected from our sessions. We didn't find the next Van Gogh, but people are able to convey great thoughts with drawings in a very concise and precise way. This is how employees feel in their own words and drawings. The drawings come from managers, senior leaders as well as employees.
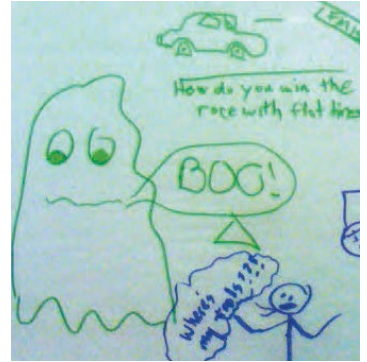
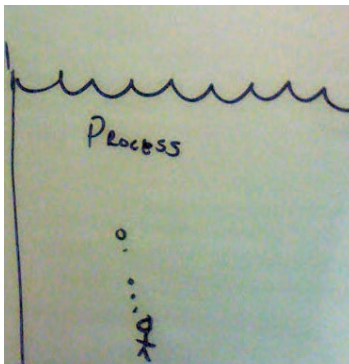Stress/too much responsibility

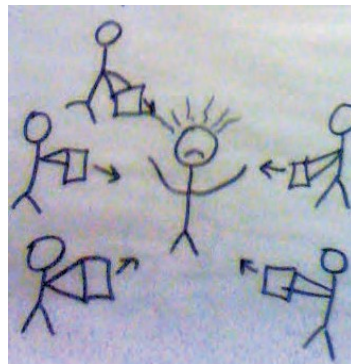Manager always gets angry

No direction

Management by fear

Drowning in process

Pulled in too many directions

Managers talk but don't listen

Wall between workers and sr.lead
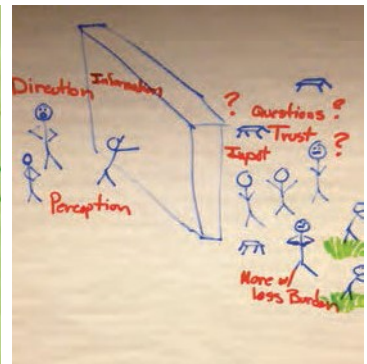
Fear of losing job (axe)
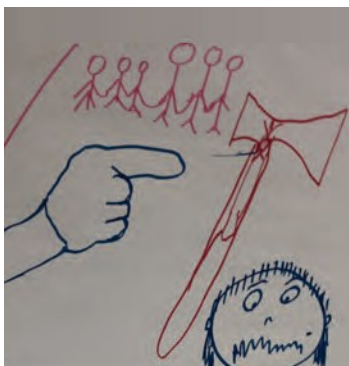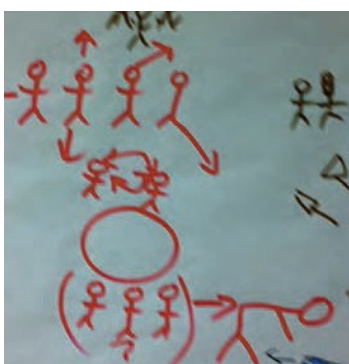
No one listens while I'm being crushed
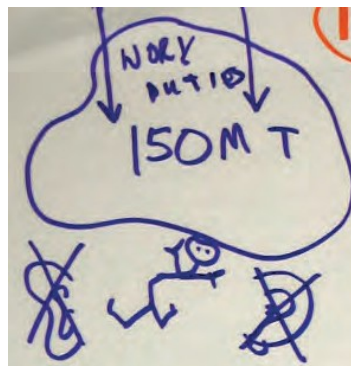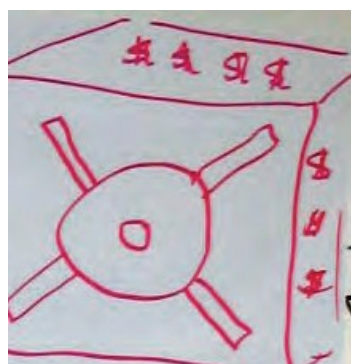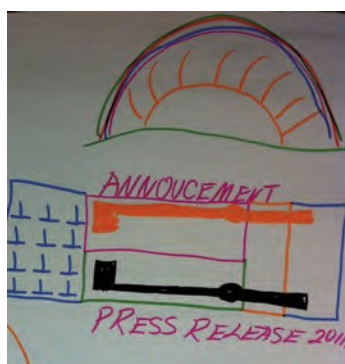
Outsourcing
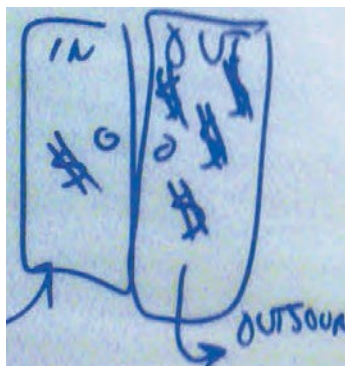
'Kill the favorites'

Uneven accountabilities

Money is being hoarded

We hear about things in press

Too many fires (Corp. arsonists)

BRAIN BASICS for leaders

APPLICATION: The leader's role in a Performance Culture

BARRIERS: Identify and Remove

● **EMOTIONS ARE DATA**

QUALITY CONVERSATIONS

CONVERSATIONS, PART 2

FEEDBACK DOESN'T WORK!?!?!

ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

*You don't **reason** people out*
*of what they didn't **reason** into.*

Talking Points:
•This Shaker proverb is 100s of years old and refers to the role emotions play in granting access to the networks in our brain that allow us to see multiple patterns and multiple options – what we call "reason."
•If a person does not use reason to get themselves into a position, we cannot convince them of anything by giving them data or trying to connect the data.
•Use examples of phobias: why can't you talk someone out of a fear of flying or fear of heights?

Tie-Downs:
•We cannot give someone data to convince them of alternative positions if they did not reason into it.

Emotions are data

Ask yourself:

o When I'm under stress, where do I find myself on the scale?

o Does our leadership stay "above the line" in communicating and dealing with change?

o Do I recognize when I fall below the line?

o What can I do to bring myself above the line?

o What can I do to invite others above the line?

The Courage Scale

Level	Log	
Enlightenment	700=1000	
Peace	600	
Joy	540	
Love	500	
Reason/Logic	400	
Willingness	310	
Openness	250	GIVING
Courage	200	
Anger	150	TAKING
Fear	100	
Grief	75	
Apathy	50	
Guilt	30	
Shame	20	
Death	0	

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Are you above the line?

Dr. David Hawkins developed the scale to determine which emotions contribute or detract from interactions.

Among his findings:

o Courage is the "tipping point" between **taking** and **giving**.

o **Apathy** is more dangerous to group success than **Anger**.

o Effective leaders learn how to channel people's anger into constructive action.

o People rarely move out of apathy if allowed to stay there for extended time.

o Most companies spend more than **50 percent** of their collective time managing people below (200).

What complicates most conversations is our approach to – and our attempts to avoid – emotions. Most of us realize that emotions such as motivation and competition are the fuel that drives an organization.
How do you, as a leader, manage others' emotions? You can't. You can understand them as data.

TELL HAWKINS STORY: Linus Pauling's partner; men heart attacks on Sunday night and women on Friday nights. Sat in on 600 meetings over two years at Owens-Illinois to observe emotion-driven behaviors and how they impacted the meetings. Based on those observations, he developed an algorithmic scale that ranked Giving vs. Taking emotions. Courage was the tipping point.

      The value of anger
      The centrality of fear
      And the threat of Apathy

EXERCISE: Pair & Share a story of a team below the line and how it moved above the line.
Engage the angry; ignore the neutral
Having an angry employee can zap a lot of energy from you and the team. Research, however, shows that the neutral (or apathetic) people are the silent killers on your team.

Mad, Sad, Glad and Scared are what cognitive neuroscientists call the primary emotions because they contain the chemicals involved in all emotions – Adrenaline, Cortisol, Dopamine and Oxytocin. Other feelings are mixtures or shades of these emotions. These Four Feelings drive human behavior, adding energy and motion to thought. They can be effective for identifying the real cause of problems. Remembering that all emotions stem from these four helps you navigate difficult conversations.

Emotions are NOT problems, so don't try to solve them. Instead, emotions need to be processed. You'll be amazed by how people respond if you simply acknowledge how they feel and repeat it back to them.

Because we've been told to not show these basic emotions at work, when we have difficult conversations a lot of our energy goes to suppress the physical and tonal signals, especially of Mad and Scared.

Mad, or better yet, Anger, is likely the most misunderstood of these primary emotions. When someone is angry it is most likely because they care and feel they have a "dog in the hunt." Most people avoid people who show signs of anger. But if you do this too often, the angry person becomes apathetic, which is a much more harmful emotional state for your business. Learning how to constructively engage angry people to either "step up" or "step out" is an important leadership skill in a time when our companies have many "smart, passionate" people.

Four on the Floor
Tool Description

Description

This Rapid Change tool enables groups of participants to provide observations and opinions outside the usual binary, for/against trap. Individuals will move to one of the four feeling cards placed on the floor to demonstrate their prominent emotion on any given issue. A facilitator will ask participants to share why they make themselves feel that particular emotion.

Rationale

We often lose good ideas by forcing people into yes/no decisions when that binary option does not reflect their sense of the issue at hand. In that sense, energy around an issue can only be processed not solved. Leaders very quickly determine where the emotional energy of a group is on any given subject. Information can be learned about obstacles to change or areas that have not been thought of previously that could inhibit success. This tool enables organizations to detox their environments on a regular basis.

Purpose

- To allow groups to process emotional energy
- To take the "temperature" of a group
- To enable participants to physically express their energy
- To provide a forum for "voicing" opinions, viewpoints
- To very quickly give feedback to leaders

Recommended for

- Meetings
- Project Teams
- Training
- Any time a group forms to receive information

Features

- Rapid Change Tools:
  - ❖❖ Listening
  - ❖❖ "I make myself feel…."
- Group participation
- Demonstrating 'respect'

Benefits

- Takes the temperature of the group quickly
- Offers an opportunity for participants to express emotions and views in a non-threatening environment
- Gives leaders information as to barriers and concerns of participants
- Creates awareness of how people respond differently to similar stimuli.

Requirements

Fifteen to twenty minutes per issue presented to the group

How do we feel about the PLT and Communication ambassadors?

Mad
Frustration < Anger

Sad
Disappointed < Depressed

Glad
Optimistic < Euphoric

Scared
Cautious < Terrified

FOUR-ON-THE-FLOOR

The purpose of this tool is to get people's gut responses on the table before we start to "THINK" of explanations for them.

This helps us treat Emotions as DATA and not as hardened positions.

*We are only as good
as the quality of our conversations.*

This can come across as simplistic but understanding what makes a good conversation first is a function of biology.

For most people, quality conversations are not simple, even in good times.

Add some stress and the chances for a constructive conversation tumble.

To understand how conversations work, it helps to have some knowledge about how our brains process information.

BRAIN BASICS for leaders

APPLICATION: The leader's role in a Performance Culture

BARRIERS: Identify and Remove

EMOTIONS ARE DATA

● **QUALITY CONVERSATIONS: Performance, cadence, content**

QUALITY CONVERSATIONS, PART 2

FEEDBACK DOESN'T WORK!?!?!

ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

PERFORMANCE CONVERSATIONS
These are the four categories of conversations leaders should be having on a predictable cadence to create a Performance Culture.

VISION OF SUCCESS
(monthly)
• Where are we going, when will we get there and what should we be looking for along the way?

ACCOUNTABILITY
(quarterly)
• To accomplish this vision, what decisions am I expected to make?

BARRIER REMOVAL
(weekly)
• How is it going? What barriers are you encountering? What can I do to help remove them?

PROFESSIONAL GROWTH
(biannually)
• How do I add decisions and responsibilities to my portfolio so I can grow with the company?

We know from our survey work that these are the four types of conversations that drive individual and team performance. So this is good place to start measuring for quality of conversation.

When we survey employees, we ask them about whether or not these conversations occur within the last 60 days. In these for categories, the top number is the positive response from managers; the bottom number is the positive response from direct reports.

Why do we think this perception gap exists?
                - pair & share
Why do these conversations "feel different" than personal conversations.

"He's a good friend outside the office. When we have these conversations, they have a different feel."

CONVERSATION GAP
In the last 90 days, have you had a conversation
with your team leader (or employee) devoted mostly to this topic?

VISION OF SUCCESS
MANAGERS — 55%
EMPLOYEES — 31%

EMPOWERMENT
MANAGERS — 80%
EMPLOYEES — 26%

BARRIER REMOVAL
MANAGERS — 70%
EMPLOYEES — 25%

GROWTH
MANAGERS — 75%
EMPLOYEES — 18%

EMPLOYEES were asked whether or not these conversations occurred within the last 90 days. In these four categories, the top number is the positive response from managers; the bottom number is the positive response from direct reports.

Why do we think this perception gap exists?
                - pair & share
Why do these conversations "feel different" than personal conversations.

We have hosted more than 350 Prioritization Forums in the last six years.

In those forums we ask people to draw a picture of their biggest barrier to excellent performance.

Of course most of them cite communication as the biggest barrier

But lack of Communication is a 'catch-all' excuse for failure. It is like saying someone has Sinusitis – is it a cold? Is it the flu? Is it a tumor in the nasal passage? All those classify as Sinusitis.... who isn't communicating? What aren't they saying? Those are what determine the severity of your communication issues.

When we hear communication is a problem, we have to start asking people to get as specific as possible.

We asked 14 million people.
Top 5 answers are on the board:

At work, what are the biggest barriers
to constructive conversations?

MULTI-TASKING IS A MYTH

• We think we can multi-task. Really, all we're doing mentally is switching between tasks very quickly.

• Each time we switch is an opportunity to lose detail.

• But every time we switch we also get a shot of dopamine, which can be addictive.

YOU CAN'T OUTSMART A BAD CONVERSATION

• The smarter you are, the worse you likely are at conversations.

• Smart people automatically go into comparison mode, trying to match the speaker's situation with something
they are familiar with, shutting down our ability to listen in detail.

• Smart people – or people who perceive themselves as smart – rely too heavily on logic to solve problems before the problem has been clearly defined.

HIERARCHY SKEWS OUR ABILITY TO COMPARE EVENTS

• The higher up on the ladder you believe you are similarly impacts your ability to listen.

• This is why you compare your dog's death when you were a child to a friend losing their parent, uncle, friend.
Or why if you were inconvenienced briefly by a power outage you said, "Now I know what those people felt like in New Orleans during Hurricane Katrina."

• THEY ARE NOT THE SAME THING!" but our brains are looking for patterns and similarities. If our prefrontal cortex is out of practice, we can simply blurt out these things that, in retrospect, sound ridiculous

Barriers to Quality Conversations in Family Feud style

• **Time / Priorities**	30
• **Text instead of voice**	25
• **Fear of conflict**	20
• **Crap sandwich**	15
• **Multi-task and multi-screen**	6
• **Hierarchy**	4

TEXT OVER VOICE:
Increasingly we are choosing text and emails and avoiding voice, including voice mail.
What we gain in control, we lose in time, context and meaning

- • JP Morgan employees given option to drop voice mail – 65 percent took it.
- • At Coca-Cola, 94 percent of employees don't use voice mail.
- • We sent 188 billion work-related texts in 2010; last year we sent 615 billion.

DISAGREEMENT OR DISAPPOINTMENT
This makes us delay delivering even mediocre news, while the chemicals that make up fear slows down the higher functioning parts of the brain.

WE FORGET THE ROLE OF THE RECEIVER
People are 74 percent more likely to act upon feedback when they "give permission" to the giver to share it. People are 90 percent more likely to improve performance if they've asked for it. The "crap sandwich" approach fails – the deliverer is judged as insincere and neither the positive nor corrective feedback is considered credible.

WE PUSH WHEN WE SHOULD PULL
The receiver of feedback is always in charge. They control what they retain, the message they take away and the choice to change. It is best to ask questions, which creates pull. Pushing harder rarely opens the door.

BRAIN BASICS for leaders

APPLICATION: The leader's role in a Performance Culture

BARRIERS: Identify and Remove

EMOTIONS ARE DATA

QUALITY CONVERSATIONS

● **CONVERSATIONS are about listening**

FEEDBACK DOESN'T WORK!?!?!

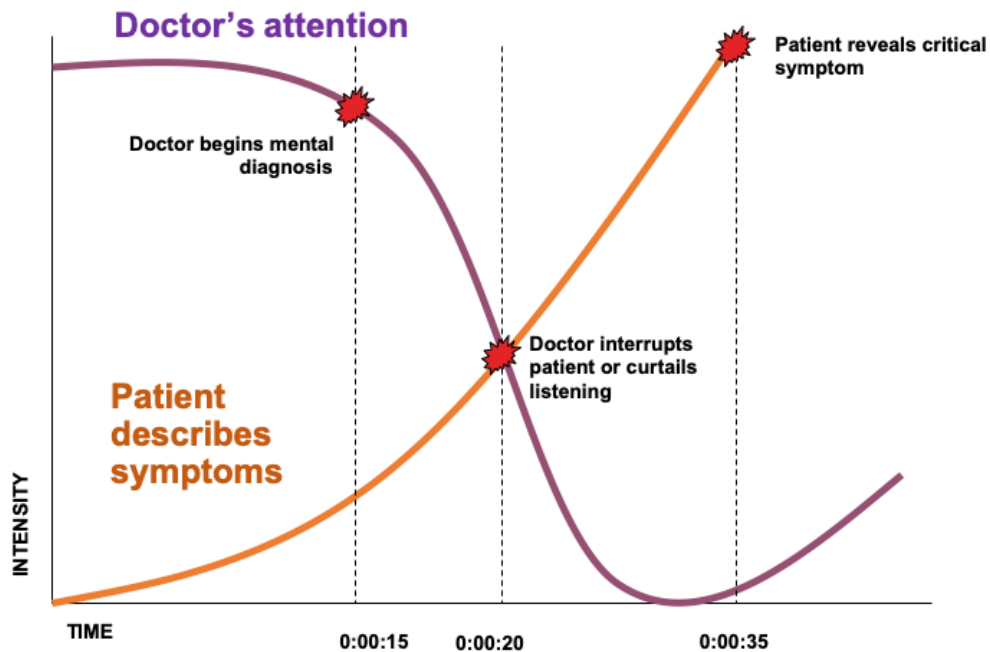ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

The UC-Davis experiment measured the physical responses – sweating, heart rate, pupil dilation, etc. – when people listened to a message as just monotone words, as words with a distinct tone and words with body language.

The purpose was to get a sense of what had the most impact on our physical responses.

A second experiment at UPenn asked people to recall the content of the message and assign an emotion to it – was the person angry, sad, scared, etc.
They then had mad people deliver happy news; sad people deliver angry messages, etc.

... but how we listen

Doctor's attention

Doctor begins mental diagnosis

Patient reveals critical symptom

Patient describes symptoms

Doctor interrupts patient or curtails listening

INTENSITY

TIME

0:00:15   0:00:20   0:00:35

Purpose: To understand the importance of intentional, focused attention. Also, how we all have the best intentions – but without rigorous check steps, we might not end up where we think we are headed.

Here's an example of what happens when we don't take into account what we know about how the brain processes information: (Beth to update notes)

Doctors are looking for patterns – SOLVE THE PROBLEM, SOLVE THE PROBLEM. Many Doctors start diagnosing their patient about 15 seconds into the patient's description of symptoms. By 20 seconds that doctor has either interrupted the patient or stopped looking for new information.

Patients, on the other hand, don't always know what is the most important symptom and usually begin with the least embarrassing and work their way up. Doctors are often pressed for time, due to external constraints (may cause reptilian response?) So often, MDs get the wrong diagnosis(add to that confirmation bias).

Assume positive intent (they are trying to SOLVE THE PROBLEM!); how can doctors help themselves to be better listeners to get to the correct diagnosis? Correctly diagnosing the issue is the biggest contribution a physician can make to the process of getting better!!

Tie-down
Identify an example of something that could happen at Facing History where someone went to do a task and only partially understood the expectations because they didn't listen appropriately? Results?

Listening Exercise

➢Find a partner and decide who will listen first

➢**Listener** - Ask your partner to tell you about a favorite trip that they have taken

❑As your partner tells the story of the trip, your job is to listen to the words and interpret the story entirely in terms of your own experience. What does the story remind you of in your life?

❑Make frequent comments in which you offer your opinion or share your own experiences related to the story they are telling

After 3-5 minutes, have participants share what it was like TO LISTEN in this manner and what it was like to BE LISTENED TO in this manner.
Instructors demonstrate first

QUESTIONS:
What emotions surfaced for you during your conversation?
How were those emotions communicated?

BRAIN BASICS for leaders

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QUALITY CONVERSATIONS

CONVERSATIONS, PART 2

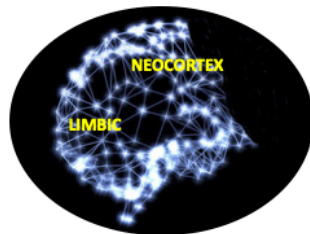- **FEEDBACK DOESN'T WORK!?!?!**

ROLLING OUT SIGNIFICANT CHANGE

DIFFICULT CONVERSATIONS for leaders

We've fooled ourselves about feedback

There are two human needs at play in feedback:

    1. The need to feel respected

    2. The need to learn.

Which one is primary from a biological standpoint?

NEOCORTEX
LIMBIC

We swim in an ocean of feedback since birth and we've likely heard it all before.

We've become expert at filtering feedback and taking only what we want.

Outside of immediate feedback with urgent consequences

'We've been swimming in it'

School:
• 300 assignments, papers, and tests per year.
• Millions will try out for a team or audition for a school play.
• Almost 2 million teenagers will receive college verdicts.

More feedback awaits at work:
• 12 million people will lose a job
• Despite tight market, 27 million people will apply for a job and never hear back.
• 600,000 business will shut down in 2019.

Did we mention performance reviews?
Across the globe, 825 million work hours—a cumulative 94,000 years—are spent preparing for and engaging in annual reviews.
Just 25 percent say they are fair (and that's from the people who write them.)

We swim in an ocean of feedback since birth and we've likely heard it all before.

We've become expert at filtering feedback and taking only what we want.

Outside of immediate feedback with urgent consequences

Feedback of any kind doesn't improve performance, it makes it worse, unless …

Ask before giving

If I don't ask for feedback, solicit it, or give permission, 90 percent of the time I will not act upon it because it is a threat to my competency and respect.

The employee becomes the initiator

By setting it up as the employees' responsibility to ask for feedback in a structured setting you are increasing the odds your feedback will be acted upon.

The iRobot experiment

AGREE ON DESIRED RESULTS: At the beginning of a quarter or a project, a team and its manager would agree on Key Results..

INITIATE: Employees are expected to ask for feedback from manager and peers at least once a quarter or once every two-months, if a project.

Ratings are based on contribution vs. expectation:

DETRACTOR   PARTICIPANT   CONTRIBUTOR   LEADER

FINDINGS: Improved goal performance; conflict worked out at source; clearer prioritization

Companies where employees seek feedback have objectively greater creativity on the job, faster adaptation in a new organization or role, and lower turnover. And seeking out negative feedback is associated with higher performance..

"It doesn't matter how much authority or power a feedback giver has; the receivers are in control of what they do and don't let in, how they make sense of what they're hearing, and whether they choose to change."

- Sheila Heen.
Harvard Business School
& author of "Thanks for the Feedback"

We've heard it since we were young. Feedback is good for you— like exercise and broccoli. It makes you stronger and helps you grow.

BRAIN BASICS for leaders

APPLICATION: The leader's role in a Performance Culture

BARRIERS: Identify and Remove

EMOTIONS ARE DATA

QUALITY CONVERSATIONS

CONVERSATIONS, PART 2

FEEDBACK DOESN'T WORK!?!?!

● **ROLLING OUT SIGNIFICANT CHANGE**

DIFFICULT CONVERSATIONS for leaders
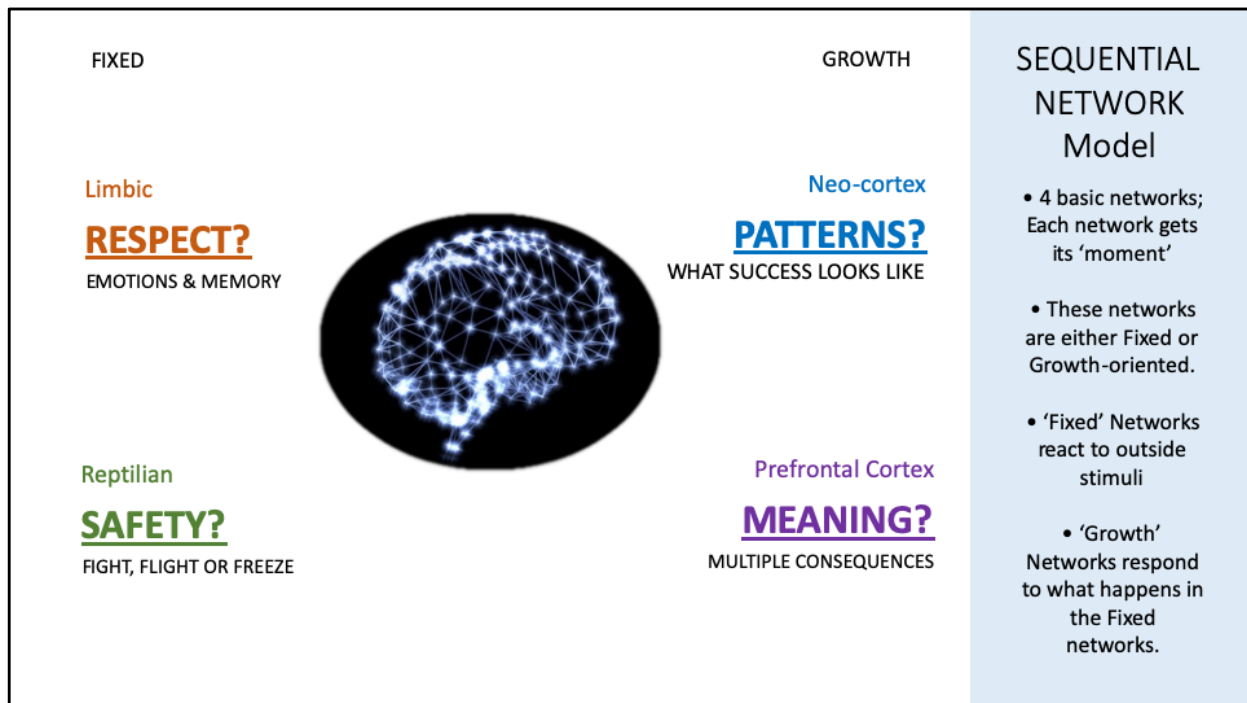
SUMMARY OF SEQUENTIAL NETWORKS BRAIN MODEL

FIRST EXPLAIN:

> FIXED - Fast thinking, which can be efficient but is prone to error
> GROWTH – Less likely to create errors but it is hard work and this brain tires quickly

HOW DO WE REACT QUICKLY BUT THINK SLOWLY???

Brains receive input from the outside world, their neurons do something to that input, and create an output. That output may be a thought (I want curry for dinner); it may be an action (make curry); it may be a change in mood (yay curry!). Whatever the output, that "something" is a transformation of some form of input (a menu) to output ("chicken dansak, please"). And if we think of a brain as a device that transforms inputs to outputs then, inexorably, the computer becomes our analogy of choice.

For some this analogy is merely a useful rhetorical device; for others it is a serious idea. But the brain isn't a computer. Each neuron is a computer. Your cortex contains 85 billion computers.

Prefrontal in Action: The Brain Train

Reptilian Safety?	**Limbic** Respect?	**Neocortex:** Patterns?	**Prefrontal:** Meaning?
• What about this change will either create fear or anger? Why? In Whom? • Are these responses understandable? If so, how do we address them?	• What mechanisms are in place to listen to employees? • Is there history or bad business results that prevent people from hearing this idea?	• What metrics are driving this action? • What benefit are we looking to create?	• If this happens, why will it be good? Who will it be good for? • Do we know what it looks like if we're winning? If we're failing?
EXAMPLE: MERGER			
• How will this change impact me? • Do I have a job; where will it be? • Do I have the same boss? • How much more work do I have to do?	• When should we expect updates? • Do we have a voice in any of this? • How does this impact my group?	• What do we tell clients? • What should we be looking for that will tell us we're doing well? • What's the timeline?	• What should we do if this happens again? • I've noticed this ... does it impact that?

EXERCISE:

The object of this exercise is to have individuals take on the personas of each network while being faced with a management challenge, such as moving headquarters, etc.

Knowing what you know now about the Sequential Brain, how would you handle the roll out of a HQ move? The Board has already made the decision. Your job is to get as many people to go, to make sure things go smoothly by developing a plan for each network in the brain.

PREPARE A COMMUNICATION PLAN USING THE SEQUENTIAL BRAIN MODEL FOR THESE SITUATIONS:

1. Reorganizing a team
   - Cross-discipline members

2. Moving headquarters
   - Trying to consolidate services

3. Closing an office
   - 15 employees have to move or choose to work at home.

4. Change to work from home policy
   - Three days a month

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ROLLING OUT SIGNIFICANT CHANGE

● **DIFFICULT CONVERSATIONS for leaders**

1. Start with structure.

• Structure calms the Reptilian network

• You may not need it, but the other person may.

2. Listen first. Solve later.

• As a leader, go into a conversation with the intention of being able to repeat back, word for word, what the person says. This will calm the **Limbic** network.

• Setting the expectation upfront that you want to understand the problem before either or both of you try to 'fix' it, begins to engage the **Neo-Cortex.**

• Guide the conversation with questions, "is there more?," not excuses or declarations. This will prompt more pattern-seeking.
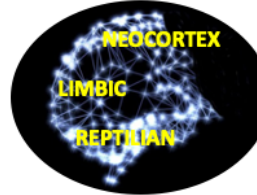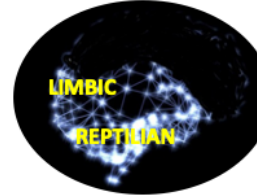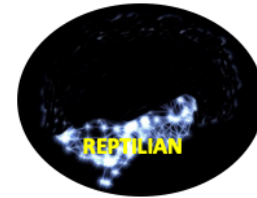
WHAT MAKES A PERFORMANCE CONVERSATION: The counter-intuitive and the awkward.

The first two rules we've covered: The Reptilian likes structure and predictability.

The Limbic wants to be listened to and the Neocortex wants to help solve the problem.

3. State the Emotion

Starting a difficult conversation by stating your emotion frees your brain from trying to convey that emotion through other means – body language, tone of voice, word choice.

The result is that both parties are able to get to the details and specifics more efficiently.

These conversations are more likely to resolve issues and/or concrete next steps.

I make myself feel …

Researchers working to resolve issues between feuding business partners asked some to begin their conversations by stating the emotion they were hoping to convey.

Others were told to try to suppress their emotions.

And a third group was told to "act out" the emotion during the negotiation.

After the sessions, partners were asked to summarize what had been discussed:

The "Say the Emotion" group had the best recall and were most aligned.
The "Suppression" group had the worst recall.
The "Act Out" group was the least aligned.

Those who stated the emotion spent almost no time arguing about the validity of the emotion, where as the other groups spent minutes on justifying their emotions.

ARGUE WITH SOMEONE ABOUT THEIR FAVORITE COLOR EXERCISE.

'Real world' example

South Africa is far from perfect. But its Truth & Reconciliation Panels allowed people on thin ice to be heard by those who had been on thick ice.

Those on thin ice began by stating their dominant emotion, which gave the speakers more clarity about details and allowed the listener to better process what was said.

Nelson Mandela & Bishop Tutu
South Africa

The power of saying the dominant emotion is in freeing the speaker from having to demonstrate and the receiver from having to guess and interpret.

This allowed the conversation to be about impact, reparation and not about justification.

4. Repeat back

The most effective way to slow a conversation down is to repeat back what the person has said to you using their words and not yours.

This accomplishes two things: It allows them to make sure they said what they meant to say and that you heard what they had intended.

Studies show the awkwardness of this approach adds to its effectiveness.

Repeating back without paraphrasing is difficult for everyone and it slows down the conversation. You can't be listening at that level and formulating your response – it takes too much brain power.

It also assures that you are working on the same topic and helps prevent miscommunication.

The power of "Am I correct?" in Irish Peace Talks

In mediating the Northern Ireland Peace Agreement, George Mitchell required each side to be able to summarize the others' position out loud and to that sides' satisfaction before they could begin negotiating a solution.

Often, it would take longer to reach the "Am I Correct" point than to craft the solution.

George Mitchell
Irish Peace Talks

As for the I make myself feel language, it is important to own your reaction/response. It is more important not to blame it on someone else. I can be Glad you failed. I can by Scared of my own success. These emotions are not good or bad.

EXERCISE;
Group folks into a circle. Start by having one person turn to their right and state what makes them "Mad" about …; have the receiver repeat back what they heard the person say.

Speaking Truth to Power
Tool Description

Description

This is a tool that allows participants to speak openly and safely to people in positions of power about whatever is on their minds. All participants sit in a u-shaped circle. A participant sits in front of a supervisor, division leader or other manager and says, "I make myself feel… (mad, sad, glad or scared) because/when…" The person with power simply repeats what has been said with compassion, ensuring that it has been heard correctly. If it is correct, the two shake hands and another participant begins the same process again.

Rationale

Participants may not have had an opportunity or method by which to express their feelings to organizational leadership to process emotional energy. "Speaking Truth to Power" provides a structured avenue for participants to voice what feels disempowering or to know they have been heard on issues important to them. The tool also allows people in power to demonstrate their capacity to listen carefully to and honor others' feelings. Though the tool is not intended to solve problems, it tends to expedite resolution of issues and stimulate dialogue about important subjects. The structured exchanges, relaxation and supportive circle help calm the Reptilian Brain enough for authentic communications to take place.

Purpose

- To provide a structured dialogue designed to promote a safe environment
- To allow expression of feelings in a caring manner
- To encourage the practice of respectful listening
- To encourage participants to speak their truth
- To demonstrate to participants that they can be heard by people in power
- To recognize the value of simple expression of feelings, without expectations for results
- To gain insight and understanding of emotional energy
- To make speaking the truth easier, less stressful and more natural

Recommended for

- Participants of *Fundamentals of Rapid Change*
- Groups in which there are unacknowledged or under-explained issues

Features

- Rapid Change Tools:
  - ❖❖ Listening
  - ❖❖ Handshakes
  - ❖❖ "I make myself feel…."
  - ❖❖ 40 Volts for 30 Seconds
  - ❖❖ 93%
- Insight and understanding of issues

Benefits

- Removal of barriers and greater authenticity in communications
- The experience of being truly heard on important issues by people in power
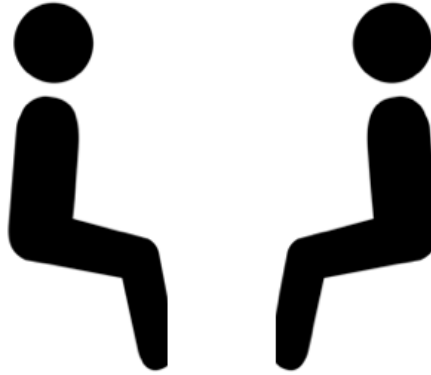- To process emotional energy

Requirements

- Space for a fishbowl for up to three people in power to sit facing up to three participants at one time
- Approximately 45 minutes for a group of 35 (participants will not want to cut this one short).

SPEAKING TRUTH

Listen first. Solve later.

"I make myself
MAD, SAD, GLAD, SCARED
when ...

"I heard you say ...

Am I correct?

The purpose is to give people a safe process to raise issues about barriers to excellent work.

The receiver's job is to repeat back as closely as possible what the giver says, resisting paraphrasing and 'solving.'

Speaking Truth to Power is a tool that supports the practice of open communication and deep listening, which are the first steps in effective problem solving. This is like walking before you run.

Have people sit in a circle and use Mad first; then Sad; then Glad

Then have leaders come in and do the chairs exercise.

In addition, we recognize that some subjects are better conveyed through workshops, some in small groups, others by reading and still others by video.

We try to provide these components through leadpeoplemanagework.com

What are you going to commit to trying?

- Check-ins to start meetings
- Courage Scale
- Asking Permission to Give Feedback

- Speaking Truth
- Four-on-the-Floor
- Listen to Repeat Back

Have them in small groups of 3-4 and discuss pros and cons and then report out to full class what they are willing to try and under what circumstances.

CLOSING:

- Coaching groups
- Next class date
- Check out:
    - What was your biggest takeaway?

GIVE PEOPLE A COUPLE MINUTES TO THINK ABOUT THEIR BIGGEST TAKEAWAY
BEFORE GOING AROUND THE ROOM

RECORD THE TAKEAWAYS ON A FLIP CHART.