

Welcome to the Leadership Caffeine Jam Session!

No Slides, No Pitches, Interaction & Ideas to Help!

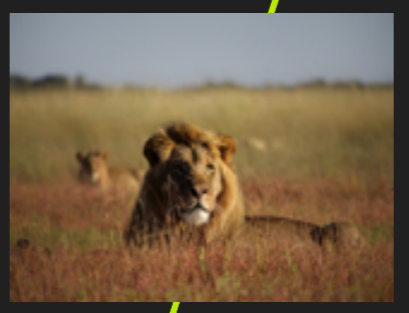
CONSIDER:

- 1. "Throughout my studies of people, human relationships and business interactions, I have been amazed by how some people achieve dramatically different results than others with the exact same ingredients." - Phil M. Jones
- 2. "You'll go as far as you are able to communicate." -Mentor to me early in my career.
- 3. Everything important in your career takes place in one or more challenging conversations.
- 4. Every workplace conversation that's not about sports and the weather is a soft negotiation.
- 5. It's always about them.



PERFORMANCE FEEDBACK

Imagine...it's a nice day...you decide to go for a walk over lunch...and you come across this character sunning himself in the grass...



What's your reaction?

Now imagine this scenario...

It's 9-15 in the morning. You receive a message from your boss: "Stop by and see me at 4 today. I have some feedback for you."

How's the rest of your day?

What the neuroscience says: the idea of either receiving or giving feedback lights up the areas of the brain associated with fear.

I call it: "The Lon Effect"

Get it out of your environment!

What you can do to get rid of the Lon Effect for feedback?

Normalize it, bake it into your group/team/firm values!

Model good feedback behaviors! (Especially when it comes to receiving it) ask for it... a lot and don't shoot any messengers!

Leverage the research... positive to constructive? What's the right ratio of positive to constructive feedback?

STARTING TODAY

Take time to design your feedback discussions for success

Pre-plan by jotting down: USE:

THREE KEYS TO QUALITY FEEDBACK!

What you observed

What the behavior was that should be reinforced/changed/eliminated

What the impact of the observed behavior was on business performance.

Plan (but don't script) how you will open the discussion

Plan how you will move to a dialog

Shift to the future with feed forward (discuss what the ideal behavior and impact will be in future situations)

Feed-Forward: Marshall Goldsmith

Practice daily!

What are your thoughts on opening and closing with praise?



Center for Creative Leadership Model

Stress test the logic and flow, revise, and make it yours!

Use the Map to guide a presentation.

Leverage and re-enter the map at any point for questions.



One of the core benefits of doing this...you know your message cold...and you can focus on the people in the room, their questions, body language, etc.

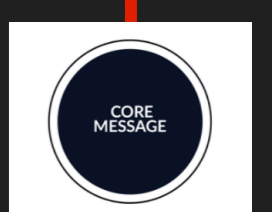
Simple, just not simplistic!

How can you put this to work?

Want additional instructions: Art.Perry@gmail.com and let me know you would like the Message Mapping Instructions

It's a design challenge!

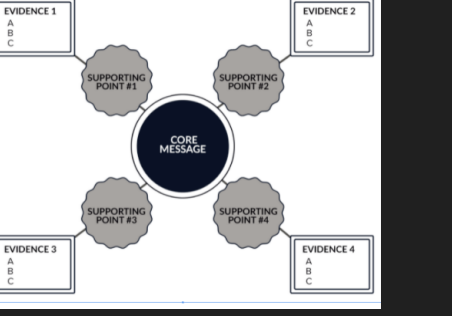
Create & test the Cors: this is the hardest part!



Build the Logic Layer



Add the Evidence Layer



Strategic Message Design Through Message Mapping

A universal tool for succeeding wildly in high-stakes communication situations.

The single most important communication tool I've uncovered in my career!

Cost me \$200,000

Delivered in that case: Over a quarter of a billion in revenues, market leadership as dictated by Gartner, and a successful sale of the firm to one of the world's largest software firms.

Along the way this tool has helped:

Individuals rescue their businesses

People land their dream jobs

Courteous managers gain support for their business cases

Individuals succeed in high-stakes presentations to boards and executive teams

Organizations get on the same page with strategy and change initiatives

Career Reinventors position themselves for their "next" big moves

And many more!

Message Mapping IS NOT Mind Mapping

Your thoughts: what are the most challenging workplace communication situations?

Place yourself in the situation:

You are in a start-up unit inside a global giant firm.

You need access to another group's product to integrate it with your software.

PRODUCT SHARING IS UNHEARD OF!

TO MAKE MATTERS WORSE, THE PERSON YOU NEED TO ASK IS THE POWER BROKER IN THE FIRM.

You do your homework, create a great business case and make a solid request. He laughs.

Note: I hear version of this approach/outcome all of the time!

"We don't do that...I don't want to create internal conflict."

THINK ABOUT IT: WHAT DO YOU DO NEXT?

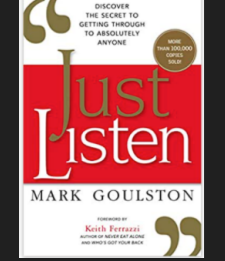
Warning: most of the options we think of generate resistance.

Sidebar

Here's a fancy label!

Trans-theoretical Stages of Change James Prochaska and Carlo Dicemante

"Stages of change have found that people move through a series of stages when modifying behavior. While the time a person can stay in each stage is variable, the tasks required to move to the next stage are not. Certain principles and processes of change work best at each stage to reduce resistance, facilitate progress, and prevent relapse.



The BIG IDEA! Let's try Dr. Mark Cousin's version of it: The Persuasion Cycle

WRITE THIS DOWN AND APPLY IT IN EVERY "ASK" SITUATION!

From Resisting to Listening

From Listening to Considering

From Considering to Doing

From Doing to Glad They Did

We think the communication situation is about us and our needs. It's never about us. LISTEN TO UNDERSTAND THEM!

Your challenge is to do your homework, listen, learn, and make the person feel left as you work together to develop a solution that addresses your respective interests.

BACK TO THE CASE: WHAT DO YOU DO NEXT?

So, I started to "listen"

We were in the same facility, I invited myself to sit with him at lunch.

Asked questions and learned a lot.

Importantly, what he was most proud of.

Ultimately what he wanted his legacy to be.

Drew the parallel between my start-up and his origin story...he was here once.

Eventually...asked his advice: "Knowing what you know...if you were in my shoes...what would you do?"

Added in the magic phrase and GAVE POWER: "Under what conditions would you consider..."

Agreed to those conditions.

Made sure to support his legacy desire with a letter to the CEO...grateful for his leadership/mentorship.

Takeaways:

The stages are real and it's your job to help people navigate them!

It might seem like it's about you. It's not. Remember: people want to feel safe. For big asks...do your homework...and then do some more. It's their frame of reference that counts!

Strive to uncover interests...they are often out of site... NEVER argue over positions

Power Tip: Immediately, today...right after this...quit focusing on positions...work to uncover interests

ALWAYS REMEMBER THAT PEOPLE CRAVE AUTONOMY AND SECURITY GIVE IT TO THEM ANYTHING LESS IS A THREAT.

Use Chat (Reply to Everyone)

Share your wisdom/task questions

What are some of the high-stakes communication situations you've been in during your career?