

Executive Leadership Institute



Session 3: Effective Communications for Important Outcomes
 March 23-24, 2023

VIRGINIA BANKERS ASSOCIATION

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[How Miscommunication Happens](#)
 By Katherine Hampsten

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Courage & Conflict



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Courage & Conflict

Your Goal: Overcome fear and cultivate courage so you can live a more productive, passionate and engaged life.

1. Learn to act in spite of your fear. Fear is stagnant. Courage is action.
2. Others can encourage us but no one can help us move from fear to courage.

We must do that ourselves. That is a heart decision.

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The single most untapped competitive advantage is teamwork.



To gain this advantage, teams must:

- ▲ **Trust One Another**
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▲ **Engage in Conflict Around Ideas**
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- ▲ **Commit to Decisions**
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- ▲ **Hold One Another Accountable**
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▲ **Focus on Achieving Collective Results**
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

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Patrick Lencioni's Premise

"Contrary to popular wisdom and behavior, conflict is not a bad thing for a team.

In fact, without conflict, it is almost always a sign of problems." – Patrick Lencioni

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What level of conflict should we/our teams aspire to?

[Conflict Continuum](#)



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TRUST

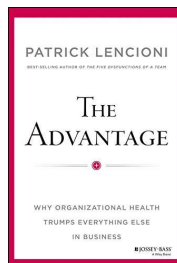
The foundation for conflict is trust.

When there is vulnerability-based trust, conflict becomes nothing but the pursuit of truth, an attempt to find the best possible answer.

Resource: The Five Dysfunctions of a Team - Patrick Lencioni

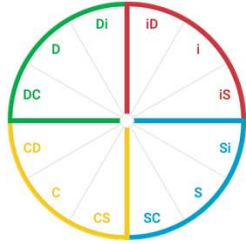
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The Advantage – Discussion



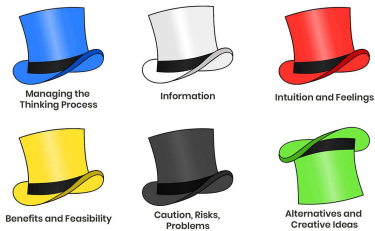
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DiSC and Conflict



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Six Thinking Hats helps make it safe for positive conflict & “tell” courage



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Exercise

- What is a chronic problem you face at work?
- What problem, if resolved, would significantly improve the results that are important to you or your group?
- What would happen if you handled this situation successfully?
- What conversations am I not holding or not holding well?
 - A conversation which is long overdue
 - A conversation that you've been avoiding
 - A conversation that you need to revisit that did not go as well as you'd hoped

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Our Origins Dictate

- Fight
- Flight
- Freeze





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If Confront

- Things may get worse
- May be rejected or attacked
- Hurt others in a way you didn't intend
- Relationship may suffer




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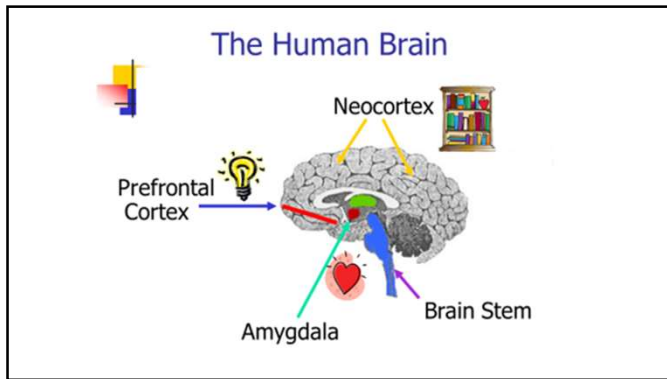
If Concede or Avoid

- Taken advantage of
- Feelings fester
- Wonder why you didn't stick up for self
- Rob others of opportunity to improve



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Let's start with **normal** ...

Normal: Cultural Aversion to Discomfort

Normal: Conflict Avoidance

Normal: Artificial Harmony

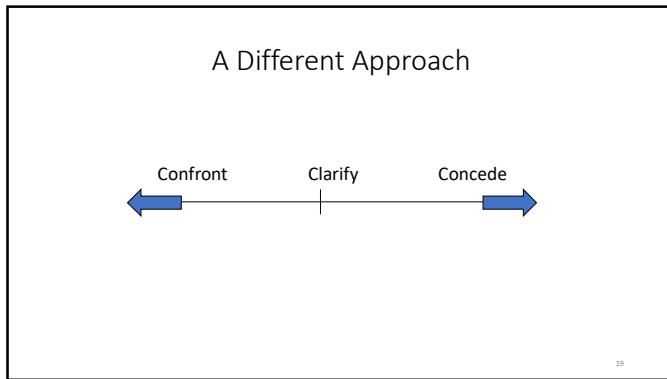
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A Different Approach

- Treat it like a Learning Conversation
- Rather than Confront, Concede or Avoid

.....Seek to Clarify with Understanding

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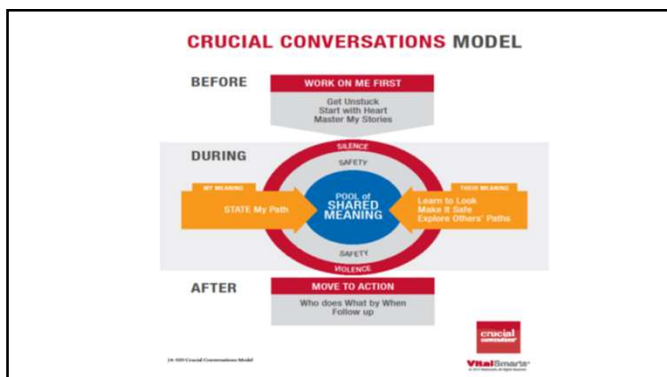


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Clarify

- Requires getting the “wrong” out
 - I’m to blame
 - You’re to blame
- Requires getting the emotion out
 - Fear
 - Anger
 - Worry

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Three Ingredients of Crucial Conversations



Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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If you're drilling for water, it's better to drill one hundred-foot well than one hundred one- foot wells.

"Fierce Conversations: Achieving Success at Work & in Life" by Susan Scott (2004)

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CPR

- **Content** - This is the immediate pain or problem you're dealing with. In this situation, the content issue is the missed commitment for fifty parts this hour.
- **Pattern** - This is the conversation you need to hold if your real concern is the pattern of you not regularly receiving promised parts.
- **Relationship** - When after repeated failed commitments you conclude the real problem is not the pattern of missed commitments, but something deeper, you move to relationship.



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Your Situation

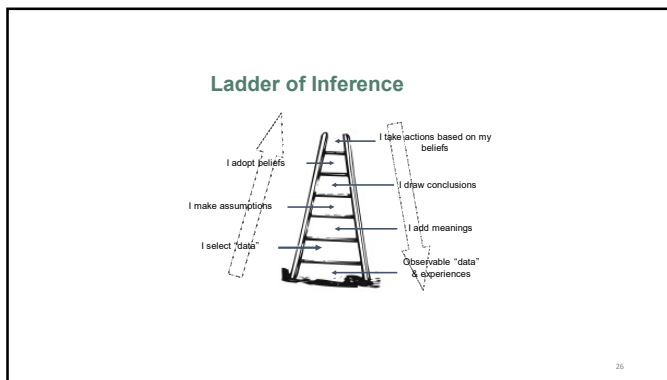
Select 1 area you where you are "stuck"

Unbundle the issue with C-P-R

What is the right level for the conversation: Content, Pattern or Relationship?

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While no single conversation is guaranteed to change the trajectory of a career, a business, a relationship, or a life – **any single conversation can.**

-Susan Scott, Fierce Conversations

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Ask Yourself

- What do I want for me?
- What do I want for the other person?
- What do I want for our relationship?
- What do I want for my team/organization?
- What step would I take if above true?

Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Outcome and Relationship

- What is the outcome I want to cause?
- Where do I want the relationship to be after the conversation?
 - Worst case – maintain
 - Best case - improve

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Path to Action



Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Facts vs. Story

- **Fact:**
 - An actual occurrence
 - Something that can be proven by observation or measurement
 - What we actually saw and heard
- **Story:**
 - Meaning we attach to facts
 - Judgments, conclusions, attributions that we make from the facts
 - What we think about what we saw or heard

Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Tell Your Story

- Facts by themselves don't always paint the whole picture
 - Fill in the gaps...help the other person understand why the facts you are sharing are a concern.
- **Example:**
• "I'm starting to think..."

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How to Start

S	• Share your Facts
T	• Tell Your Story
A	• Ask for Other's Path
T	• Talk Tentatively
E	• Encourage Testing

Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Start the Conversation

- Start with what you saw and heard
- You may need to include how what you saw and heard differs from your expectations



•**Example:**

- "I was expecting to receive this at 3 pm and it's now 4 pm..."

Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Ask for the Other's Path

- Ask other person to share his / her view
- Invite the other person to share new ideas / information and to challenge your story

•**Effective Examples:**

- "How do you see it?"
- "What's your view?"
- "Can you help me understand?"

Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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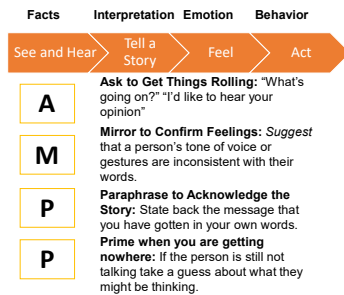
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Empathy
By Brene' Brown



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How to Encourage the Other Person



Crucial Conversations: Tools for Talking When the Stakes are High, Patterson, Grenny, McMillan, Switzer

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Ask Yourself?



- What is the issue?
- Why is it bothering you? What gets you hooked?
- What are your assumptions?
- What emotions are attached to the situation?
- What is your purpose in having the conversation? How do you plan to start?
- What will happen if you have this conversation?
- What will happen if you don't have this conversation?

Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004)

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Capstone

Capstone

- Research innovation in our industry
- Research what the innovation is and how it is playing out and used in financial institutions or this industry
- Who is doing something differently?
 - What is it?
 - What is the impact on the industry?
- Once you have decided which innovation – send to Karen and Melissa to get approval
- Develop a recommendation you will make on Graduation Day to your Board
- Make a recommendation to the Board to adopt this innovation in your bank



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Capstone Presentation

- Why does this make sense to our bank?
- How it will be rolled out?
- What are the risks and how will you mitigate?
- What are the resources needed?
- What are the critical metrics and milestones and measures of success?



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Face Your Demon and
Tiny Monsters One
Scribble at a Time



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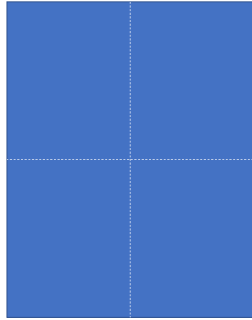
***Write down a list of 4 fears, anxieties, or
uncertainties on your mind you think about
and struggle in everyday life that just don't
go away.....***

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Drawing Monsters

Take an 8 1/2 x 11 inch piece of paper. It's better if it's a piece of paper you were planning to throw away. Save a tree!

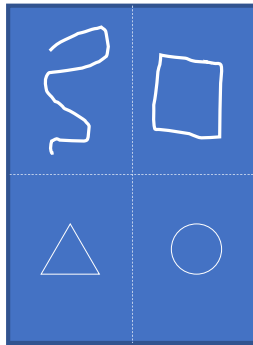
Divide it into four boxes.



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Drawing Monsters

In separate boxes, draw a round shape, 3-sided shape, 4 sided shape, and a squiggly line.



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Turn the shapes in each box into monsters or demons by adding teeth, hair, wings, claws, etc. You can also choose to leave them abstract.

45

Review your list. Pick which item corresponds to which demon or monster you drew. Name it.

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Select the demon that you want to see differently

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Time for a Monster Mash



Share your monsters.

Together reflect:

- As you see your demon in a new way, what becomes possible for your challenges and fears around everyday life and leadership?

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Befriending Your Monsters



- What if you befriended your demon? Danced with your tiny monster? How would you see it differently? Consider drawing that demon a second time – maybe dancing?
- Imagine what the dialogue might be with its parents....

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Common Mistakes in 1-1 Conversations

- Doing most of the talking
- Taking the problem away from someone
- Not inquiring about feelings
- Delivering unclear messages, coaching, instructions
- Canceling the meeting
- Allowing interruptions
- Running out of time
- Assuming your meetings are effective

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Preparing an Issue for Discussion

- The issue is:
- It is significant because:
- My ideal outcome is:
- Relevant Background Information:
- What I have done up to this point:
- The help I want from the group is:

Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004)

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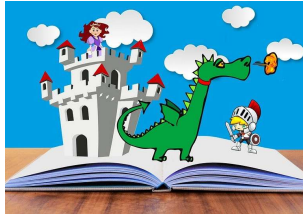
60 Second Opening Statement

1. Name the issue.
"I want to talk with you about the effect _____ is having on _____."
2. Select a specific example that illustrates the behavior or situation you want to change.
"For example _____."
3. Describe your emotions around the issue.
"I feel _____."
4. Clarify why this is important – what is at stake to gain or lose for you, others, the team, or the organization.
"From my perspective the stakes are high. _____ is at stake. And most importantly _____ is at stake."
5. Identify your contribution(s) to the problem.
"I recognize my fingerprints. I have _____."
For this, I apologize."
6. Indicate your wish to resolve the issue.
"I want to resolve this with you – (re-state the issue)."
7. Invite your partner to respond.
"I sincerely want to understand your perspective. Talk with me."



Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004) ⁵²

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- Victim Stories:**
"It's not my fault."
- Villain Stories:**
"It's all your fault!"
- Helpless Stories:**
"There's nothing else I can do..."

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3 Common Defenses

- Deny - "It wasn't me!" or "It never happened."
- Defend - "It wasn't my fault, it was because of _____."
- Deflect - "It's not about this, it's about _____."

Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004) ⁵⁴

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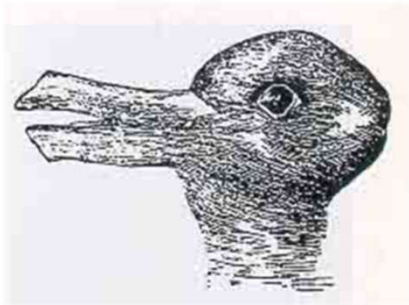
Next Steps – Interaction

- Inquire into your partner's views.
- Use paraphrasing and perception check.
- Dig for full understanding; don't be satisfied with the surface.
- Make sure your partner knows you fully understand and acknowledge his/her position and interests.

Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004)

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Questions

- Tell me how you arrived at that decision?
- What facts did you use?
- What assumptions did you make?
- What were you trying to cause?
- Tell me how you see this situation?
- What facts did you use to make that decision?
- What do you think happened?



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Next Steps - Resolution

- What was learned?
- Where are we now?
- What is needed for resolution?
- What was left unsaid that needs saying?
- What is our new understanding?
- How can we move forward from here, given this new understanding?
- Make a new agreement and have a method to hold each other accountable.

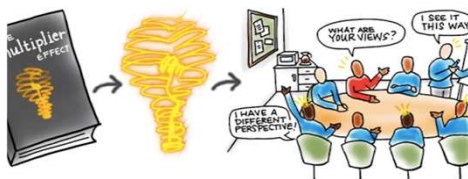
Fierce Conversations: Achieving Success at Work & in Life, by Susan Scott (2004)

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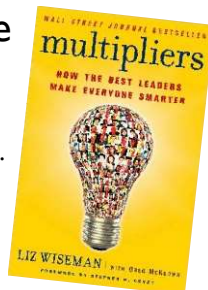
Genius or Genius Maker:

Multiplying and Developing the Talent Around Us



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“Leaders who inspire employee to stretch themselves to deliver results that surpass expectations... these are the multipliers.”



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Diminisher	Multiplier
<p>DO</p> <p>What did your Diminisher do?</p>	<p>DO</p> <p>What did your Multiplier do?</p>
<p>GET</p> <p>How much intelligence did your Diminisher get out of you? (0 - 100)</p>	<p>GET</p> <p>How much intelligence did your Multiplier get out of you? (0 - 100)</p>

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Surprised?

32% of employees are actively engaged in their jobs
 Engaged employees work with a passion and feel a profound connection. They drive innovation and move the organization forward.

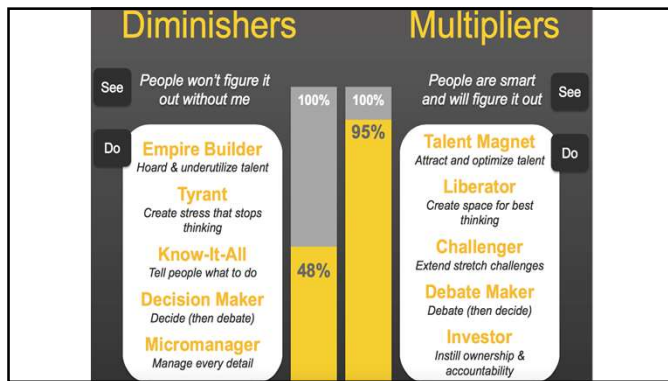
50.8% of employees are not engaged
 Employees who are not engaged are essentially "checked-out". They're sleepwalking through their workday, putting time - but not energy or passion - into their work.

17.2% of employees are actively disengaged
 Actively disengaged employees aren't just unhappy - they're busy acting out their unhappiness. Every day, these disengaged coworkers undermine what their engaged coworkers accomplish.

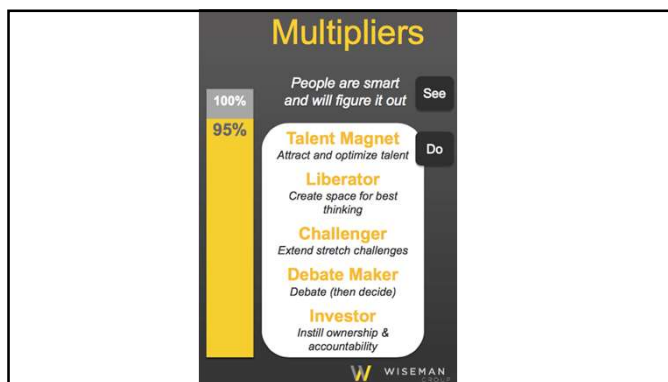
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<ul style="list-style-type: none"> Free Initiative Reasoned risk Above-and-beyond Innovation Self-starting Self-correcting Self-managing 	CHOOSE TO	<p>Discretionary Effort:</p> <ul style="list-style-type: none"> A B+
<ul style="list-style-type: none"> Paid for Get to keep your job Stay out of trouble 	HAVE TO	<p>We all know where this "stay out of trouble" line is</p> <p>This level meets requirements:</p> <ul style="list-style-type: none"> OK C

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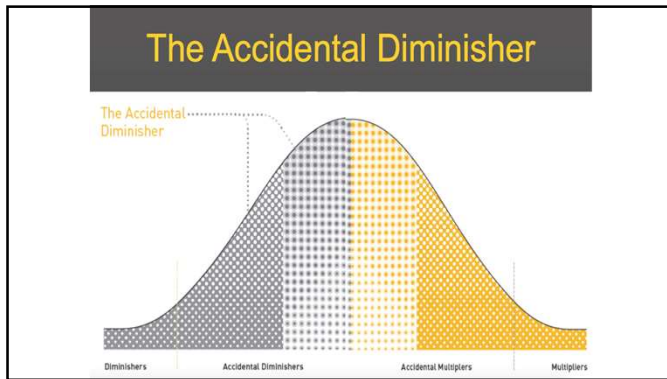


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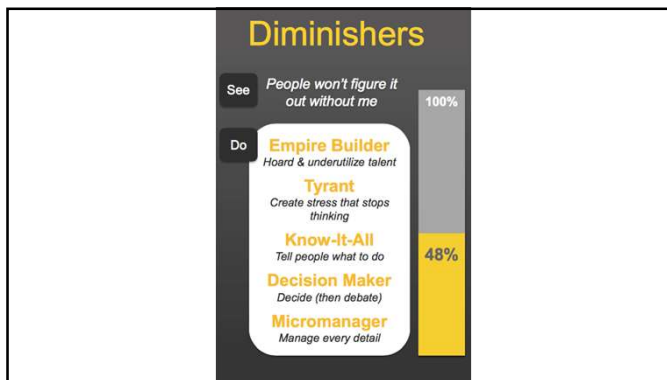
Case Study Questions:

1. What are some of the challenges this leader faces?
2. What are some of the "genius" talents these team members have that will be important to tap into?
3. What are some of the specific multiplier behaviors that might be helpful with the development of each team member?
4. What might be some of the specific triggers that turn this leader into an Accidental Diminisher?
5. What types of Accidental Diminisher behaviors might he be most likely to fall into?

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Creating a Multiplier Culture

What are some of the strengths you we have as a bank that support a Multiplier culture?

What are some of the challenges we have as a bank? How are we "accidentally" diminishing the talent around us?

If we want to tackle and change just ONE thing that will move us towards a more positive Multiplier culture, what would it be?

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