



*Supplementary  
Materials*  
*(please note terms of use)*

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## Cultural Moments of Truth

1. What **leaders** pay attention to, how they behave day-to-day... both formal and informal... moment to moment...
2. How **leaders** react to critical incidences
3. Deliberate role modelling, teaching, and coaching – **by leaders**
4. Observed criteria by which **leaders** allocate scarce resources
5. Observed criteria by which **leaders** allocate rewards and status
6. Observed criteria by which **leaders** recruit, select, promote, retire, and terminate organisational members
7. Organisation design and structure
8. Organisation systems and procedures



Impact



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## The Intersection

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### Creating The Intersection

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1. *Speak to the “who-ness” and not the “what-ness” of a person. Respect the person as a human being and not so much what he does or his rank*
2. *Simply recognise – not to agree or disagree. Guiding questions:*
  - a. *What do you/I really want? (Purpose)*
  - b. *What are you/I am worried about? (Concerns)*
  - c. *Share your answers and good intentions and ask the same of the other person*
3. *“What are we both for?” is the best place to start when wanting to create value*
4. *Intersections are at the heart of valuable conversations*

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- *Point Easy* **Point Difficult**

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## *Point Easy Culture*

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### *Suggestions*

- *Encourage the right behaviors*
- *It is not about right or wrong! I may have an incomplete view. Help me complete it!*
- *Let it be known that especially when your team faces uncertainty, you want every voice heard, every idea examined*
- *Learnings comes in many ways and sometimes through mistakes. Lets learn together*
- *Speak up or everyone suffers*
- *Be curious – ask questions*

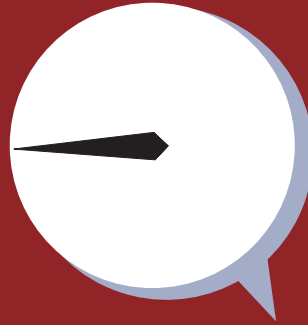
Partially extracted from Amy Edmonson's (Novartis Professor of Leadership and Management at Harvard Business School) work on Psychological Safety

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# The Conversation Meter



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## Shift to Accuracy: Separate facts from explanations

Facts	Explanations
Mutually observable and acceptable data	Interpretations, deductions, or stories that account for the facts

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## Questions:

Why did you say that?  
Why did you do that?

VS

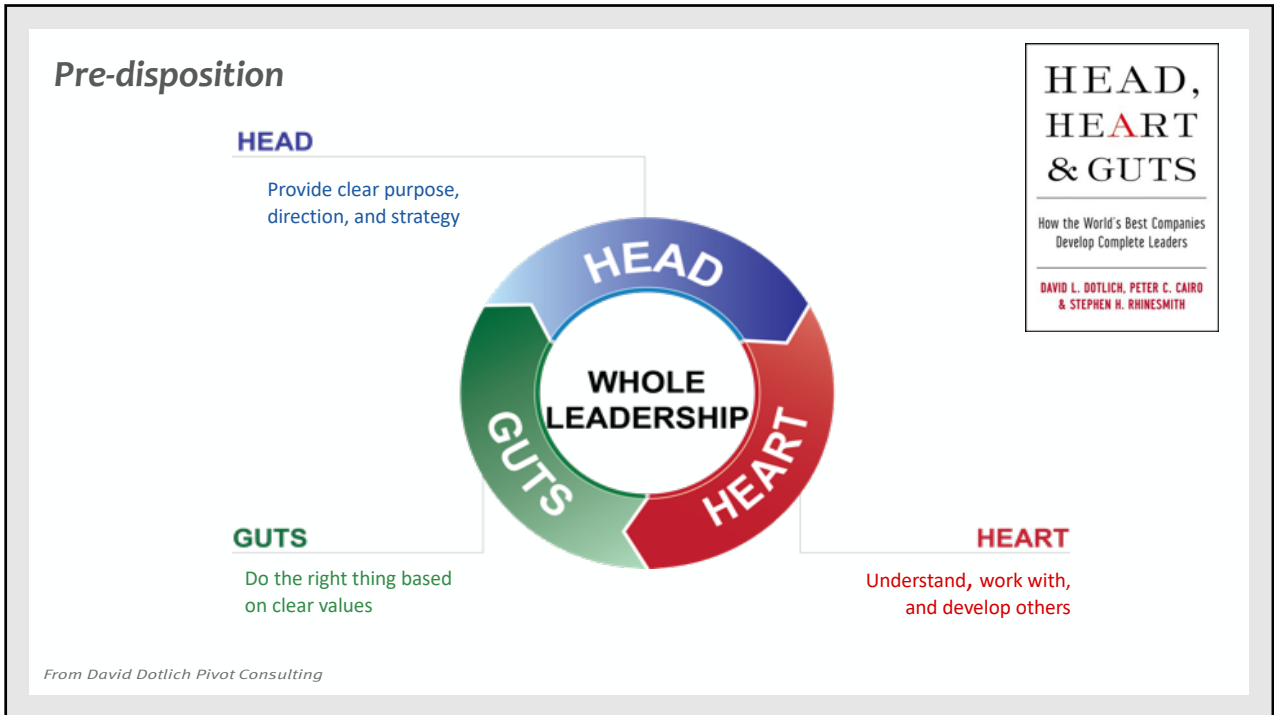
What caused you to say that?  
What caused you to do that?

*Questions may be similar but our reactions may differ*

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## *Common pitfalls of **HEAD** Leaders*

Intimidating people with their intellect

Confusing people by complicating issues

Dominating conversations

Changing directions without being transparent

Failing to connect with people during change

Driving for performance without inspiring other values, thereby creating a cynical workforce with their results-only mentality

Failing to develop leadership bench strength because they are too busy running everything

Letting their need to be “the smartest person in the room” lead to content leadership rather than context leadership

*From David Dotlich Pivot Consulting*

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## *Common pitfalls of **HEART** Leaders*

Letting compassion get in the way of the tough decisions

Mistaking empathy for agreement

Being unable to understand and manage personal derailers

Acting too slowly to ease the pain

Failing to address and manage conflicts

Allowing others to take advantage of them

Failing to stand up for what they believe in

Failing to override their desire to be liked by everyone

*From David Dotlich Pivot Consulting*

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## Common pitfalls of **GUTS** Leaders

Seeing everything as black or white, and not acknowledging greys

Confusing stubbornness with focused persistence

Being unwilling to be challenged

Unintentionally intimidating others

Failing to solicit the views of others

Acting without anticipating the consequences

Ignoring facts and placing too much emphasis on their own opinions

*From David Dotlich Pivot Consulting*

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## Take-outs from Head Heart and Guts

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- *You have all three, tune into all of them to be a rounded leader*
- *Find a team around you that represent all three and ensure they all have a voice*
- *In your teams, there will be people with all three preferences, include all three in your messaging*

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## Giving Feedback

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### Developmental Feedback

#### Intersection

- Situation
- Behaviour
- Impact  
(pause and ask to clarify)  
Carry out Authentic Conversation
- Behaviour (alternative)
- Impact (alternative)

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Originally created by Sloan Weitzel

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## Situation

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### Factual information

- Circumstances
- Outcomes
- Results

What happened and NOT what you thought about what happened.

## Behaviour

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### Factual information

It refers to an action, what a person did or did not do. Examples:

- Arrived 15m after the meeting started
- Cut off the other party in mid-sentence
- Pointed fingers while speaking

What are the person's actions and NOT what you thought about a person's actions.

## Impact

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### Explanations

Based on the facts, these are what you thought about what happened. These are your opinions you have, judgements you made or conclusions that you have drawn.

Use "I" statements to describe how the other person's action has affected you or others.

Be tentative when expressing

## Pause and ask to clarify

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You cannot assume that your explanations, conclusions or judgements are always correct

Allow the person to respond and explain himself. He may have a totally different explanation that you never considered. Be curious.

You can ask

- “How do you view this?”
- “Can you help me understand this better?”

## *Alternative Behaviour and Impact*

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*This is not an order or command*

*It is a suggestion*

*“May I suggest.....”*

*“It may be better that .....”*

*Be tentative when expressing*