

CONVERSATION PREP CHART

WHAT CONVERSATION IS IT TIME FOR NOW ?

MY SINCERE OPINION :

RELATIONSHIP STATUS



KEY PEOPLE

PURPOSES (FOR)

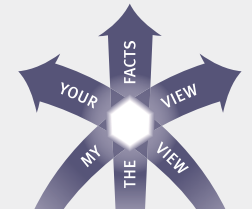
CONCERNS (AGAINST)

CIRCUMSTANCES (FACTS)

ME

INTERSECTIONS :

AUTHENTIC PURPOSE :



ACTIONS I/WE WILL TAKE FOR VALUABLE CONVERSATION :

Peer-to-Peer Coaching

Smarter together

Peer-to-peer coaching provides four people with an opportunity to learn together, help one another and save time.

We often think that the issues we face in the business are uniquely ours. When sharing our issues with peers, even those in significantly different roles, we find the opposite is true. While degree and context always differ, the fundamental issues we face as leaders are the same.

Many of us lock ourselves away to think through an issue when we face one. Because we get stuck in our own mind, we can go round in circles not getting many fresh insights. By sharing our issues with others, having them question our head, heart and guts, and then providing advice, we can speed up our thinking dramatically.

Directions

Reserve an hour of uninterrupted time with three peers.

Each of the four participants brings an issue to the meeting that they are currently grappling with in their business. Determine the order in which the issues will be discussed.

Stage 1:

The first person introduces their issue. They provide details through the lenses of Head (logic, rationale, facts), Heart (emotion, relationships, connection), and Guts (values, action). This takes no more than 4 minutes. In this phase, be aware of the hidden assumptions that sit behind the issue. What do you take for granted, or take to be true, that might just be an opinion?

Stage 2:

The next 8 minutes the other three participants ask questions of the person presenting the issue. Questions should be the reporter questions (what, where, when, how, etc.) and be open.

A couple of things to be aware of in this phase:

- It is important that in these 8 minutes, there is only questioning, and no advice offered, for two reasons. First, it forces the advice givers to 'seek to understand before they seek to be understood'. Second, it creates the space of 'listening for my talking'.
- Often questions are really statements in disguise; "Don't you think...", "Have you thought of", "Have you tried" are really statements.
- The questioners should check themselves for 'listening to learn'. If you find you are thinking about the next smart question to ask, you are no longer listening to learn.

Stage 3:

Each of the questioners now has 1 minute to give their best advice in turns. The person with the issue should now listen to learn and only ask clarifying questions, not get into a debate.

Some tips:

Appoint a timekeeper. Restricting time forces the participants to drill down to the essentials. Also, only if the time is adhered to, can all four people raise their issue inside the hour.

Appoint a quality controller (a different person for each issue). This participant calls out when questions are really statement, when people stop listening to learn, and when investigation shifts into debate.

WHOLE LEADERSHIP SELF ASSESSMENT



TO WHAT EXTENT DO YOU LEAD WITH YOUR HEAD? Reflect on each action & check mark the relevant box		I NEED TO DO MORE OF THIS	I SET A GOOD EXAMPLE FOR OTHERS	I PROACTIVELY COACH MY TEAM TO DO THIS
Rethink the way things are done	Be open to new ideas			
	Encourage innovative thinking			
	Continuously learn from experience			
Think like a customer	Understand the forces that shape the views of customers			
	Envision new ways to create value for customers			
	Build a customer-centric environment			
Balance strategic and operational thinking	Stay connected to the changing marketplace, organisation, and workplace			
	Use an appropriate mix of data, logic and intuition to make decisions			
	Translate strategy into clear operating plans			
Develop and articulate a compelling point of view	Demonstrate deep understanding of your business			
	Integrate diverse global perspectives and ideas to shape your point of view			
	Articulate a compelling purpose and vision			

From David Dotlich Pivot Consulting

WHOLE LEADERSHIP SELF ASSESSMENT

Heart



TO WHAT EXTENT DO YOU DEMONSTRATE HEART? Reflect on each action & check mark the relevant box		I NEED TO DO MORE OF THIS	I SET A GOOD EXAMPLE FOR OTHERS	I PROACTIVELY COACH MY TEAM TO DO THIS
Balance people's needs with business requirements	Recognise the needs of others while staying focused on results			
	Consider the impact of decisions on employee morale and performance			
	Create an environment in which people are fully committed			
Develop strategic relationships inside and outside the organisation	Develop external networks and partnerships			
	Behave in a way that causes others to trust you			
	Influence people over whom you have no authority			
Work with and lead a diverse workforce	Seek input and engagement from people with diverse cultural backgrounds			
	Encourage people to share their views openly and honestly			
	Communicate effectively with people from diverse backgrounds			
Develop an organisation's talent	Leverage people's strengths as well as help them fix their weaknesses			
	Help others reach their full potential			
	Deploy the best talent to match the most important priorities			

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WHOLE LEADERSHIP SELF ASSESSMENT



ARE YOU WILLING TO TAKE ACTION WHEN REQUIRED? Reflect on each action & check mark the relevant box		I NEED TO DO MORE OF THIS	I SET A GOOD EXAMPLE FOR OTHERS	I PROACTIVELY COACH MY TEAM TO DO THIS
Act with unyielding integrity	Know what values are the most important to you			
	Lead by example			
	Hold people accountable for their actions			
Balance risk and reward	Make sound decisions when there is limited data			
	Take calculated risks			
	Balance competing demands			
Take an active stance to manage conflict	Handle disagreement skilfully			
	Raise tough issues with colleagues			
	Persevere in the face of adversity			
Be a champion for change	Convince others of the need for change			
	Commit the organisation to bold courses of action			
	Maintain high performance standards while managing change			

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