

A top-down view of various musical instruments and recording equipment arranged on a light-colored, textured surface. The items include a silver condenser microphone on a stand, a black guitar neck, a white keyboard, a harmonica, a notebook, a pen, a pencil, and a small electronic device. The text 'MODULE 2 RESOURCES' is overlaid on the right side of the image in a blue, sans-serif font.

MODULE 2 RESOURCES

Resources

Feedback resources

Let's rumble by Brene Brown

<https://brenebrown.com/blog/2019/05/01/lets-rumble/>

Secret to giving great feedback

Cognitive psychologist LeeAnn Renniger shares a scientifically proven method for giving effective feedback.

<https://www.youtube.com/watch?v=wtl5UrrgU8c>

Conflict resources

Anatomy of Peace - <https://www.amazon.ca/Anatomy-Peace-Resolving-Heart-Conflict/dp/1626564310>

Thomas Kilmann - Conflict mode

<https://www.youtube.com/watch?v=PFlydyH2H8Y&feature=youtu.be>

Beauty of Conflict https://www.youtube.com/watch?v=55n9pH_A008

My Notes

Resources

Triggers and SCARF

- David Rock - Creator of SCARF TED talk in Toyko <https://youtu.be/uDlyxxayNig>
- How the Brain works - backwards bicycle - <https://www.youtube.com/watch?v=MFzDaBzBIL0>

Applying Embrace Resistance to Embracing Objections in Sales Conversations

- Richard Robbins Sell Naturally + Handle Objections 1 hour 20 mins - <https://youtu.be/BDCIvHTeyos3> on Handle Objections
- Listen for New Objections after Handle Objections 2 mins 39 sec - <https://youtu.be/QzFj1FrXxGY>
- Practice Makes Permanent 2 mins 53 sec- <https://youtu.be/3QkuB1zCwJk>
- What are you getting? Handle Objections 1 min 37 sec - <https://youtu.be/LKqn3whgrn8>

My Notes

How to delegate effectively

I = **Introduce** the goal

D = **Demonstrate** clearly the reality of the task

E = **Ensure** understanding of acceptance criteria

A = **Allocate** authority, information and resources

L = **Let go**

W = **Way Forward**

How to embrace resistance process

STEP 1:



Step 2: Acknowledge their world with 'You statements'

- Be generous and focus on them
- Illustrate you understand their world
- Acknowledge possible impacts on them
- Acknowledge their **commitment** and what is important to them

Step 3: Ask an open-ended Way Forward Question starting with 'What' or 'How'

- Ask an open-ended question to get communicating rather than resisting
- Activate their reward state and connect to their commitment
- Reconnect them to the purpose of the conversation

Reminder: Stop amygdala hijack and activate the reward state by generously acknowledging their status, certainty, autonomy, relatedness, and fairness.

My Notes

Embrace Resistance: Step 3: Way Forward questions

Resource Questions	People Questions
<ul style="list-style-type: none">• What resources could you access?• What could you do to prevent that?• What resources could you/we have forgotten?• What could be replaced, reduced or removed?• What timeline works? What is the critical path?	<ul style="list-style-type: none">• Who could you engage to help?• Whose perspectives could be useful?• What would have to be true for everyone to take immediate action?• What skills would be most useful?• How could you/we affect motivation/alignment?
Strategy Questions	Innovation Questions
<ul style="list-style-type: none">• How could you/we use resources more effectively?• What could you/we stop doing to increase focus?• What would have to be true to achieve the outcome by us doing less?• Who else wants this solved?	<ul style="list-style-type: none">• Where else has this been solved?• What resources are we not thinking of?• How could you/we do this faster?• What could you do that's counter-intuitive?• What could help you in the future?• What could you learn by doing now?

My Notes

Questions to resolve conflict

Goal is to stabilize the situation

- What could we do to immediately mitigate risk?
- What could be possible by putting yourself in the other person's shoes?
- What about this situation is most important to you?

Recognize the reality of the situation

- How could you have contributed to the conflict?
- What is your/their reaction to conflict?
- How could the conflict affect others in the workplace?

Analyze and strategize options

- What motivations and incentives exist for those involved to settle their conflict?
- What ideas could meet all needs?

Facilitate resolution

- How could you articulate the other person's perspective?
- What other perspectives could you acknowledge?

Way forward by following through

- How could you us returning to productivity?
- What would have to be true to ensure our agreement gets respected and implemented?
- What could we learn from this?

My Notes

More detail on acknowledgment ladder

Be generous with "You-focused statements" to acknowledge the person with the hijacked amygdala

Highest level - acknowledging their world from their perspective:

- Clearly illustrating their view of the concern and the potential impact on them. This evaporates the resistance and strengthens your relationship.

High level - acknowledging from your perspective:

- Addresses the concern and impact from your perspective. Shows your quality of understanding of their world.

Moderate level - parroting or mirroring the resistance:

- Reflects the listener's words back to them. May allow you to avoid embracing the resistance. Fails to eliminate resistance and may weaken the relationship.

Lowest level - I understand...:

- "I" means your focus is on you. You are telling rather than illustrating you get their world. Normally creates more resistance.

My Notes

SCARF Triggers and Responses

Status is someone's relative importance, pecking order and seniority. The perception of a reduction in status triggers a potential threat response.

Common triggers:

- Going over their head or around them
- Taking them off projects or changing roles or responsibilities
- Leaving them off emails or out of meetings
- Changes in reporting structure, new leader
- Perceived changes in importance (project, input, contribution)

Approaches to consider:

- How could you show someone that their input is important?
- How could you engage someone to input or find innovations?



My Notes

SCARF Triggers and Responses

Certainty relies on the brain which is a pattern-recognition machine seeking to predict future states. A small loss of certainty and consistency triggers a potential threat response.

Common triggers:

- Change in process, workflow, automation
- Change in reporting structure, leaders, project priority
- Change in systems – metrics, reporting, value chain
- Change... real or perceived

Approaches to consider:

- What could you share that is known now? What won't change?
- How could we gather data transparently, so we get early detection?



My Notes

SCARF Triggers and Responses

Autonomy our ability to exert control. The perception of a change in your ability to control triggers a potential threat response.

Common triggers:

- Losing control, shared control of systems or process or projects
- Increased inspection, review, oversight
- Changes in reporting, the value chain, stakeholders

Approaches to consider:

- How could you distribute recognition and reward differently?
- How could you share your attention and development differently?



My Notes

SCARF Triggers and Responses

Relatedness is about having a sense of belonging in a social group. The perception of exclusion or a change in acceptance triggers a potential threat response.

Common triggers:

- Not consulted, informed, or engaged in change
- Feeling redundant, less appreciated, less noticed
- Feeling socially-isolated, losing support/connection
- Not being included, perceived biases

Approaches to consider:

- How could you connect people to each other?
- What larger goal could the whole group work toward?



My Notes

SCARF Triggers and Responses

Fairness focuses on balanced exchanges for mutual benefit. Perceptions of unfair exchanges or treatment triggers a potential threat response.

Common triggers:

- Unconscious bias, structural bias
- Not following process or perceived chain of command
- Not equal/fair allocation of duties, projects, access, recognition, rewards

Approaches to consider:

- How could you distribute recognition and reward differently?
- How could you share your attention and development differently?
- What is most important to the team and/or business?



My Notes

Source: David Rock SCARF Model

Understanding Triggers gives you the Power of the Brain

Once you know the triggers you can:

- Pause to recognize so you respond rather than react then pivot and recover
- Proactively reduce negativity caused by triggering others
- Intentionally frame to align others toward reward/gain by predicting/considering likely triggers
- Intentionally interrupt reactions to support others while triggered to pivot and respond/recover
- Be more empathetic and aware to reduce negative ripple effects
- Coach others to become aware of triggers and based on their triggers

My Notes