

ARTIST 

# Leadership Foundations

PLAY

FOLLOWING



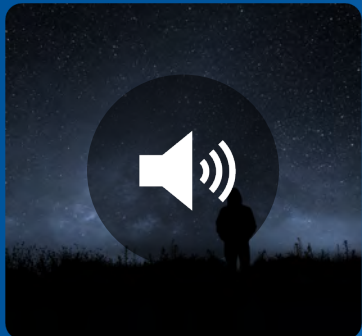
OVERVIEW

FANS ALSO LIKE

ABOUT

CONCERTS

## Latest Releases



Module 1: Power of You



Module 2: Power of Connection



Module 3: Power of Peers



Module 4: Power of Impact



ALBUM

# Module 1: The Power of You

By Learn2

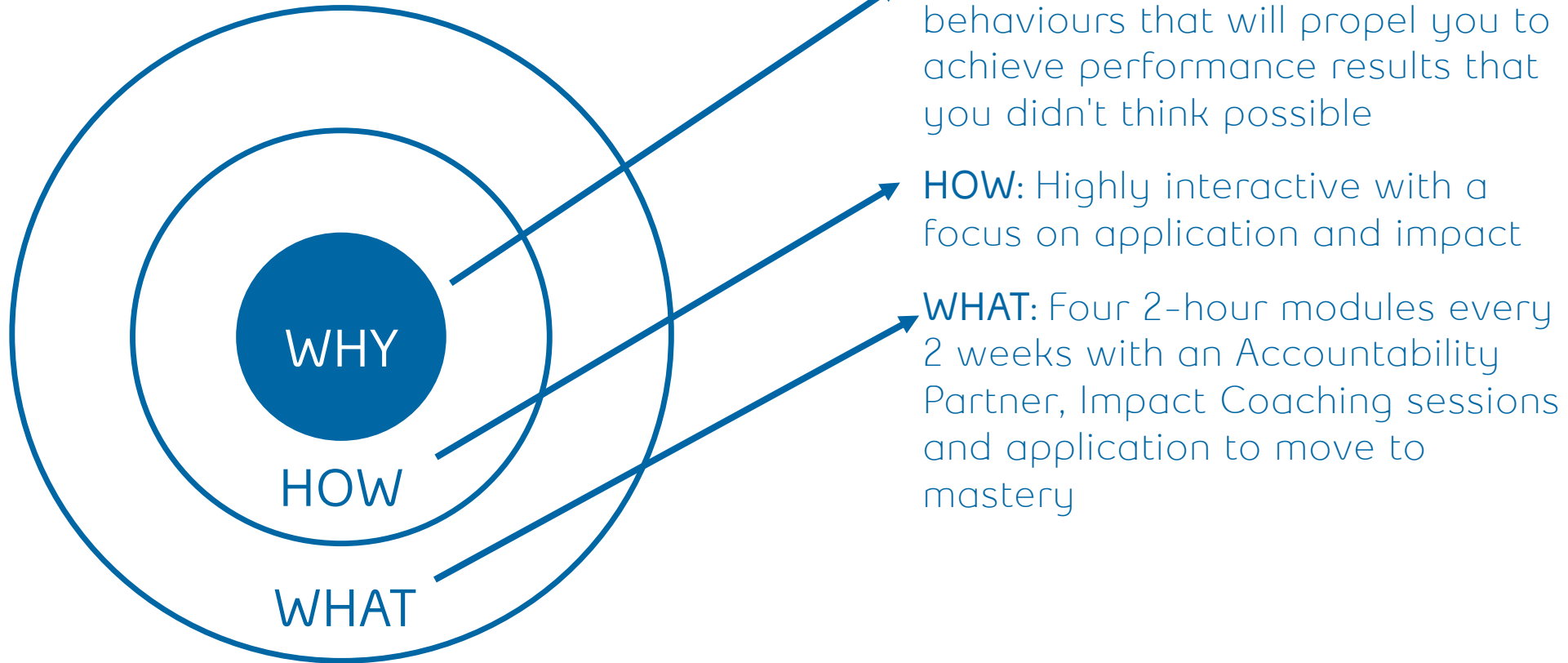
2020 • 4 songs • 3.5 hours

PAUSE



#		TITLE		
1		Pre-video	00:05:00	
		Module 1	2:00:00	
3		Accountability Partners and Application	1:00:00	
4		Triad Impact Coaching	00:30:00	

# Leadership Foundations



My Notes

## People Leaders: Learning Outcomes

LEAD IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS SITUATIONS

CONNECT DEVELOPMENT OPPORTUNITIES TO YOUR BUSINESS PRIORITIES

ENGAGE STAKEHOLDERS EFFECTIVELY

EXPAND YOUR LEVEL OF SELF-AWARENESS

DEVELOP TEAM MEMBERS AND STAKEHOLDERS THROUGH FEEDBACK  
AND COACHING

CHALLENGE BEHAVIOURS THAT FAIL TO REINFORCE OUR VALUES

RESPOND DIFFERENTLY WHEN STATUS, CERTAINTY, AUTONOMY, RELATEDNESS  
AND FAIRNESS GET THREATENED (SCARF)

## Professional Foundations: Learning Outcomes

LEAD IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS SITUATIONS

CONNECT DEVELOPMENT OPPORTUNITIES TO YOUR BUSINESS PRIORITIES

ENGAGE STAKEHOLDERS EFFECTIVELY

EXPAND YOUR LEVEL OF SELF-AWARENESS

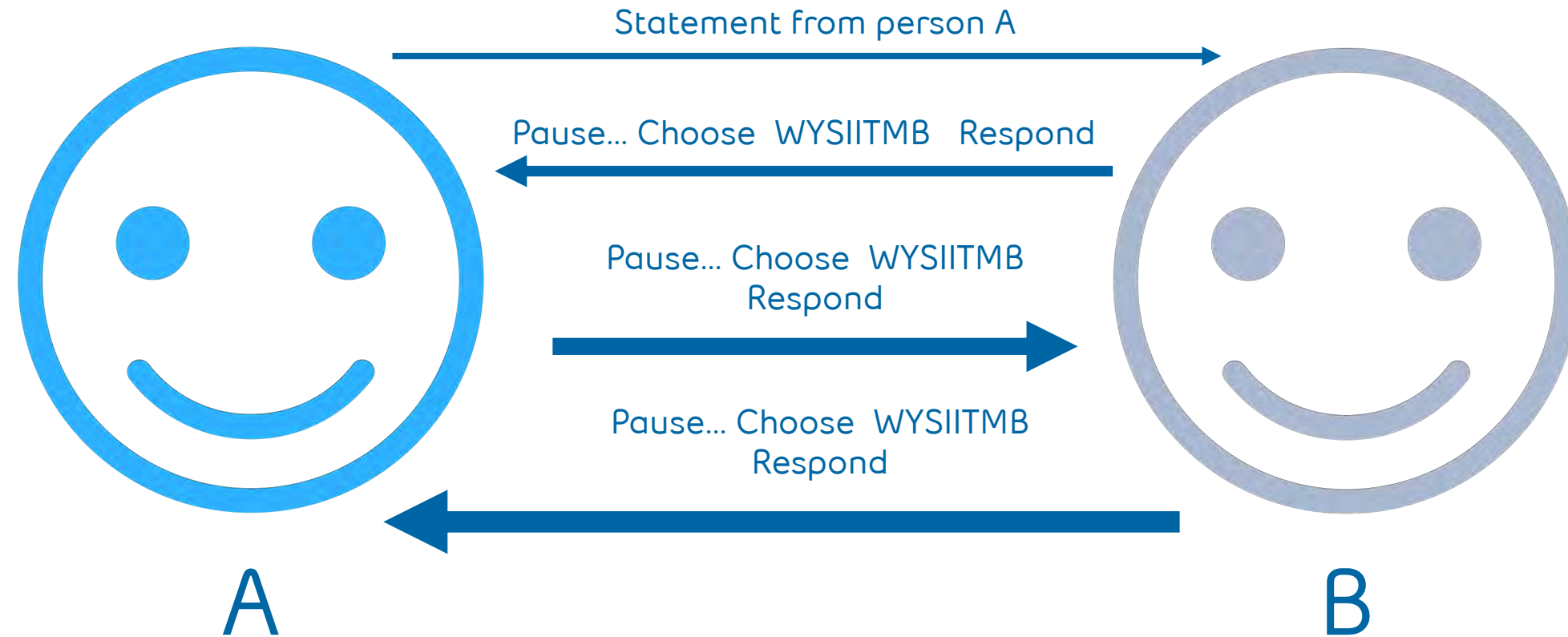
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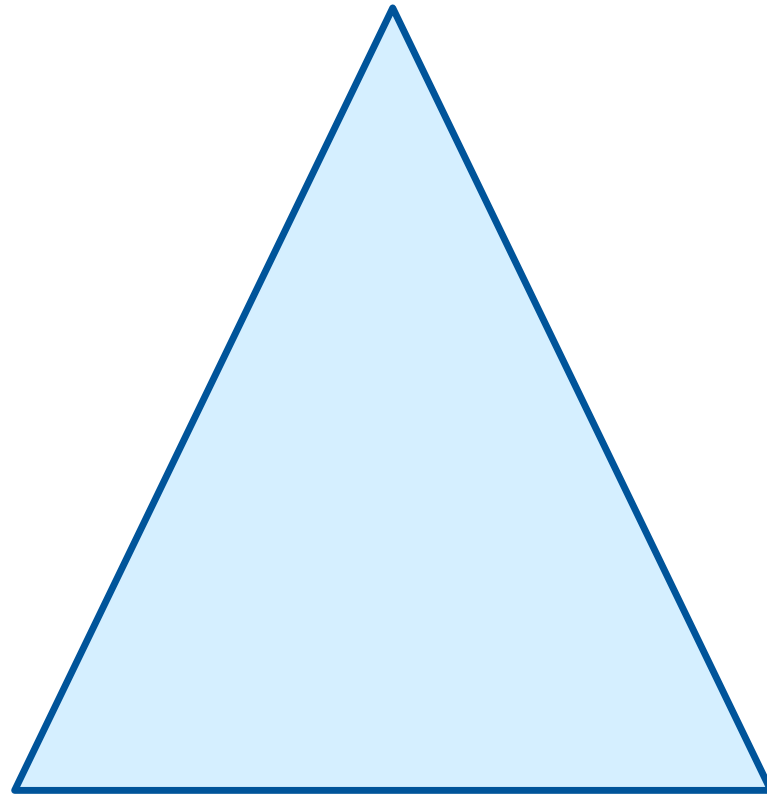
# What you said is important to me because... = WYSIITMB

My Notes



# Who are you as a leader - 5 years from now?

You



Lead Peers

Impact

My Notes



Choose how you want to be known as a leader at Bell

MUTE

ll

MUTE

ll

MUTE

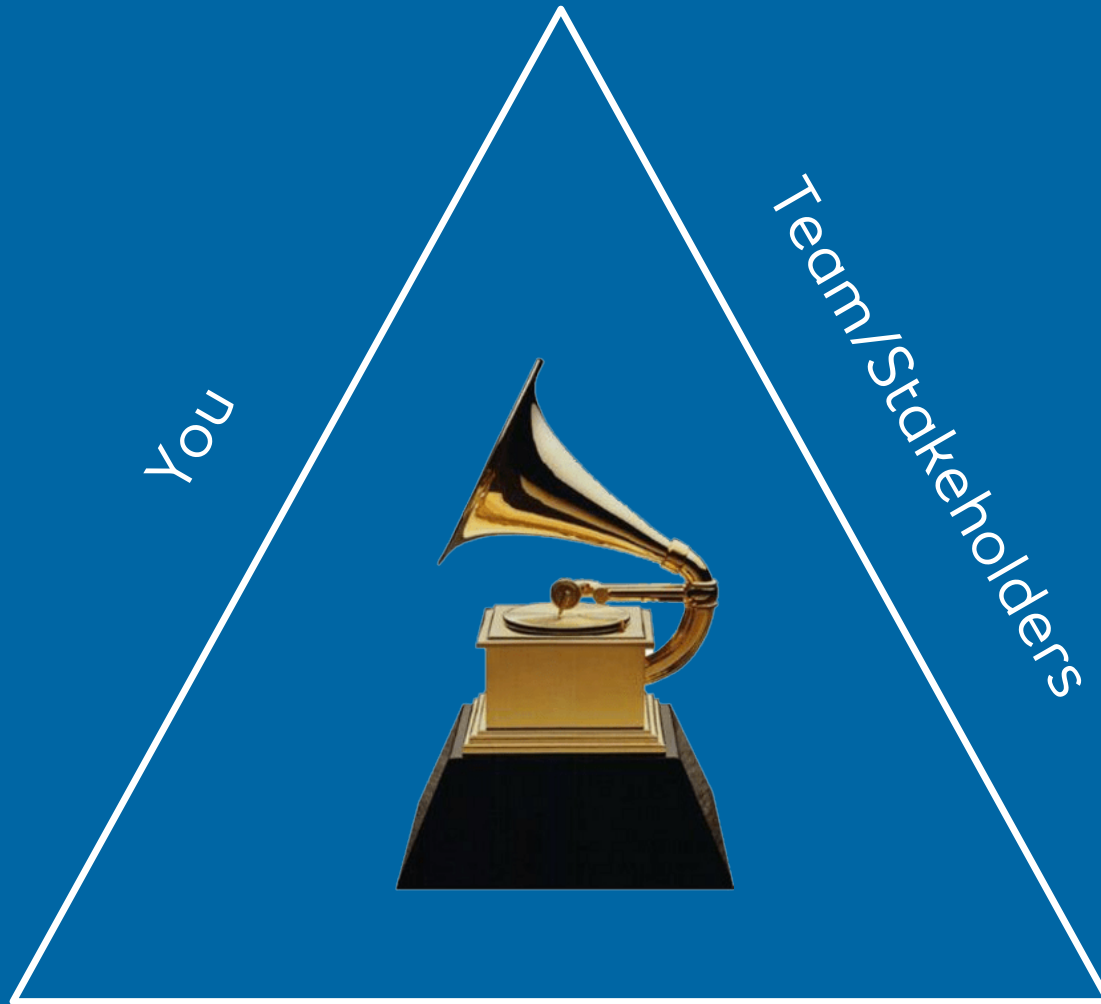
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# Bell Leadership Success Profile BLSP



Great Leaders



You

Team/Stakeholders

Impact

My Notes

# Connecting to Strategic Imperatives

Build the best networks

Drive growth with innovative services

Deliver the most compelling content

Champion customer experience

Operate with agility and cost efficiency

Engage and invest in our people

My Notes



Leaders leader



Your leader



Your team/stakeholders

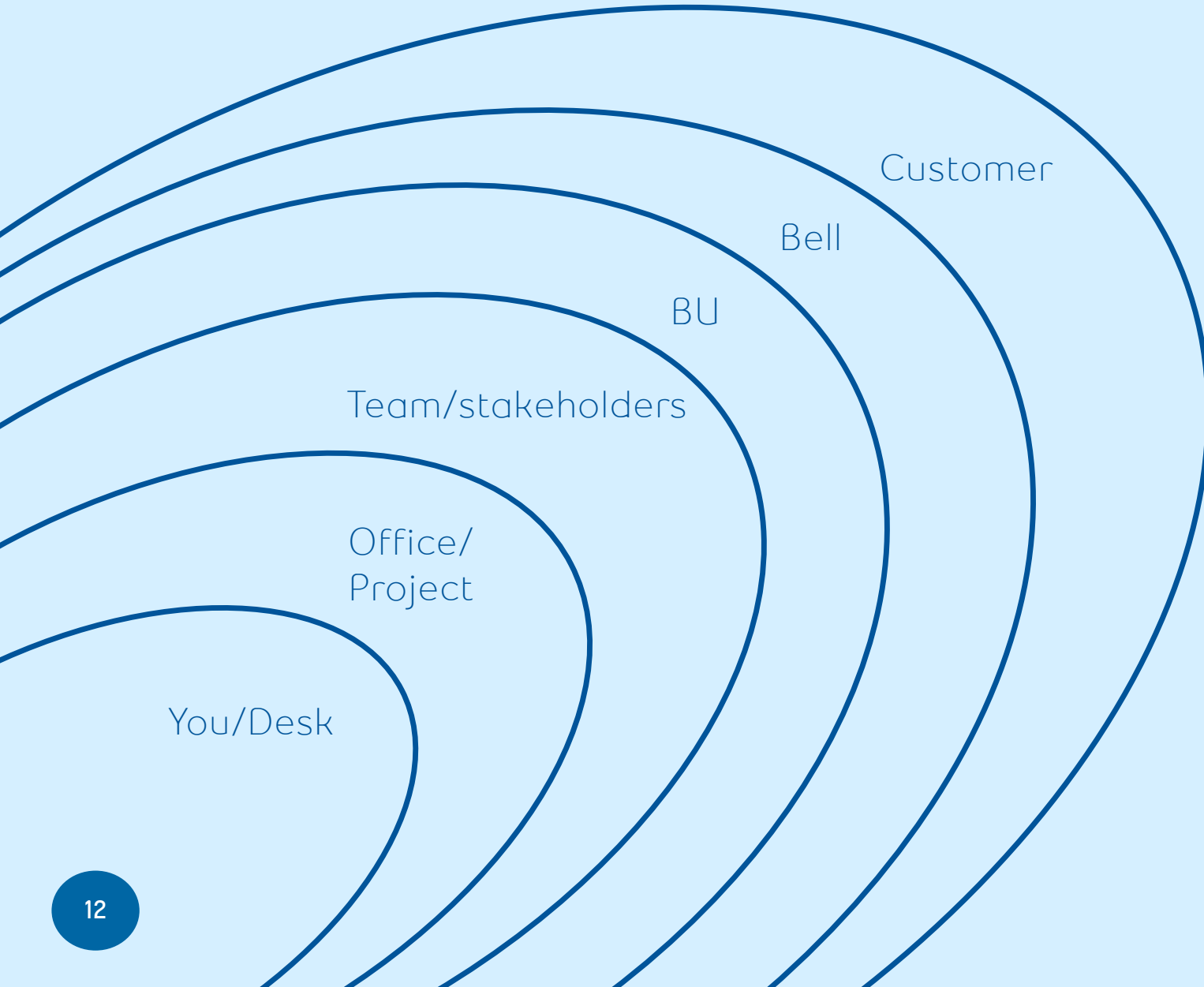


You and your value



# Self-reflection on your possible impact

1. Productivity/efficiency 2. Revenue 3. Cost savings 4. Employee retention/satisfaction 5. Customer satisfaction



**Build the best networks**

**Drive growth with innovative services**

**Deliver the most compelling content**

**Champion customer experience**

**Operate with agility and cost efficiency**

**Engage and invest in our people**

**Possible Impacts**

A large, empty rectangular box with a thin blue border, intended for users to record their possible impacts based on the strategies listed to the left.

## Impact achieved by past participants

Reducing work hours of program implementation = \$5M saved  
+ new reputation

2025 mandate for **\$200M impact** associated with measurables  
including time to hire

Change how Bell Media ingests video for **\$640K**, automate  
video closed captioning = **\$2.46M**

**\$800K** in labour hours saved by automation

My Notes

# Impact statement

## 1 IMPACT (new/improvement):

*I impacted*

*As measured by*

*Using the following assumptions*

My Notes

## 2 YOU: What I will do to show up differently as a leader. (Eg. Mindset, communication, confidence)

- 1.
- 2.
- 3.

## TEAM/STAKEHOLDER: What I will do to lead/do/use differently. (Eg. people, process, tools,)

## 3

- 1.
- 2.
- 3.



# Impact statement

## 1 IMPACT (new/improvement):

*I impacted*

Time of grievance management

*As measured by*

a reduction of 10% in duration of grievance resulting in an annual savings of \$125K

*Using the following assumptions*

Average: # grievances x # hours saved x \$ cost/hour

**Example:** reduced grievance management duration by 10% by briefing management and improving their knowledge thereby influencing union representatives – estimate of 125K in annual savings

## 2 YOU: What I will do to show up differently as a leader. (Eg. Mindset, communication, confidence)

1. Making a commitment

2. Briefing management

## TEAM/STAKEHOLDER: What I will do to lead/do/use differently. (Eg. people, process, tools.)

1. Aligning with my leader

2. Improving leader's knowledge of the grievance



# 1-minute sharing tool



Step	You Say	Your Words
<b>Acknowledge</b>  - Their perspective (Share voice) - Their action (Give/Get feedback) - Their behaviour (challenge behaviour)	...You...	
<b>Share Impact</b>	And the impact...	
<b>Way forward</b>	Therefore...	

My Notes



# PAUSE and CHOOSE when receiving feedback



My Notes



Choose not to hear it



Choose to hear it and don't accept it



Choose to hear it and accept it



Choose to hear it, accept it and apply it

# Above or Below the line

## Big Listening

I have a big listening for:

These people have a big listening for me:

## Small Listening

I have a small listening for:

These people have a small listening for me:

My Notes

# So What?

## Big Listening

I have a big listening for:

1-min sharing tool: Get feedback

These people have a big listening for me:

1-min sharing tool:  
Give feedback

## Small Listening

I have a small listening for:

1-min sharing tool:  
Ask for help

These people have a small listening for me:

1-min sharing tool: Challenge behaviour

My Notes

# Development process

## Stage 4 Unconscious competence

You know what you could do, and how to do it, and it flows naturally from you

Mastery

## Stage 3 Conscious competence

You know what you could do, and you know how to do it, and it takes a lot of conscious effort

Performing

## Stage 2 Conscious incompetence

You know what you want to do and you don't have the skills to do it yet

Learning

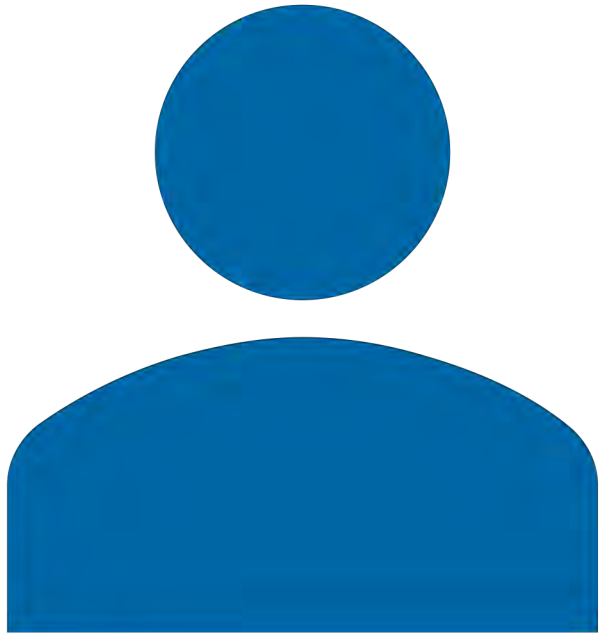
## Stage 1 Unconscious incompetence

You don't know what you don't know

Discovery

# My Accountability Partner Assignment

Based on your self assessment/engagement rate



Name

Email

Mobile

Meeting times

1. Check your email today for your Impact Coaching time - if you need to change click on link and discuss future times with your partner
2. Commit to using Adalo
3. Meet your accountability partner and have Triad Impact Coaching
4. Watch pre video for Module 2 and 3,4 if possible

My Notes



ALBUM

# Module 2: The Power of Connection

By Learn2

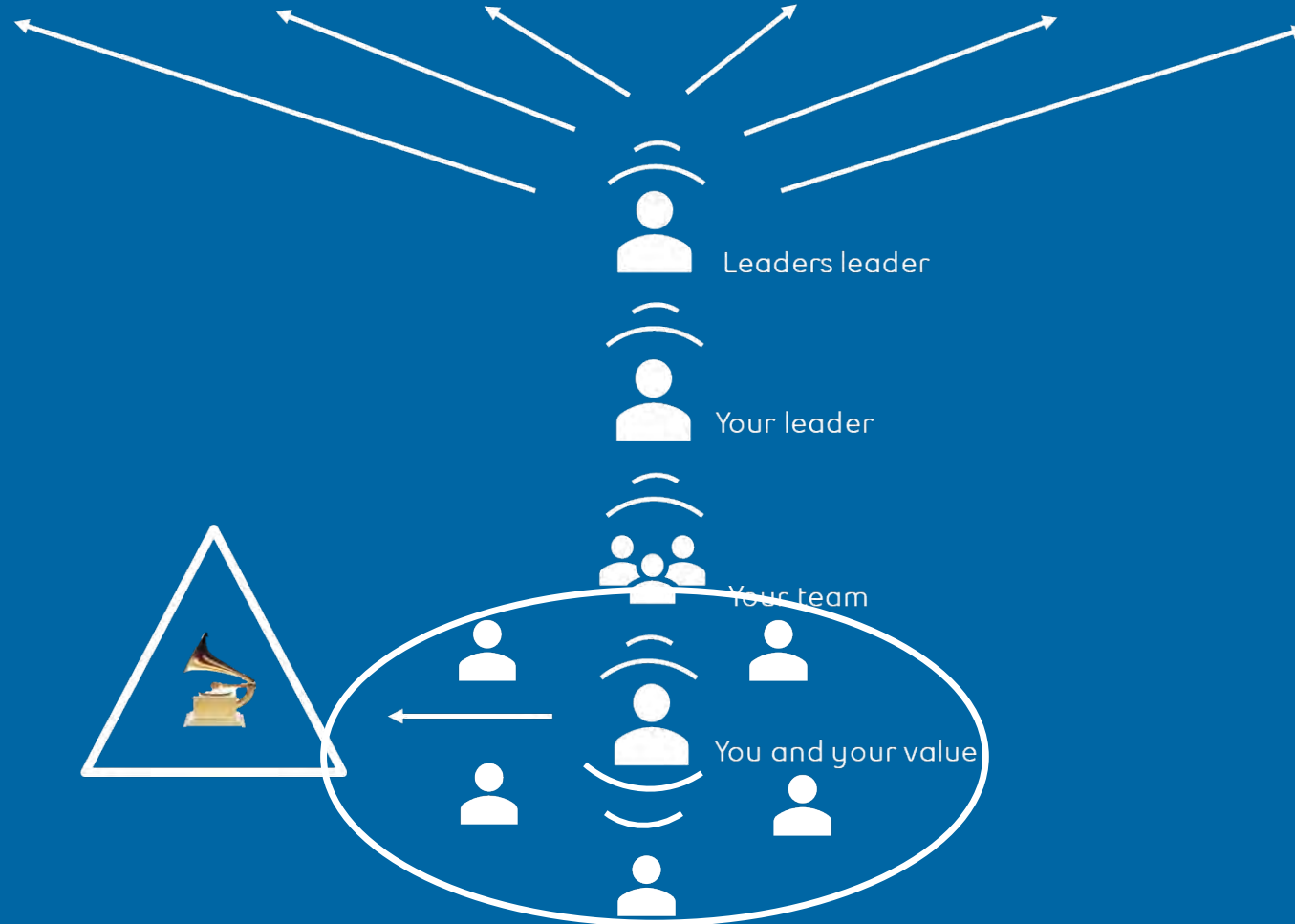
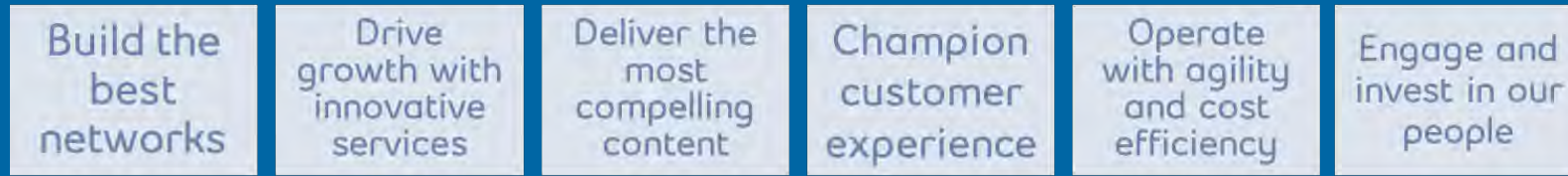
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PAUSE

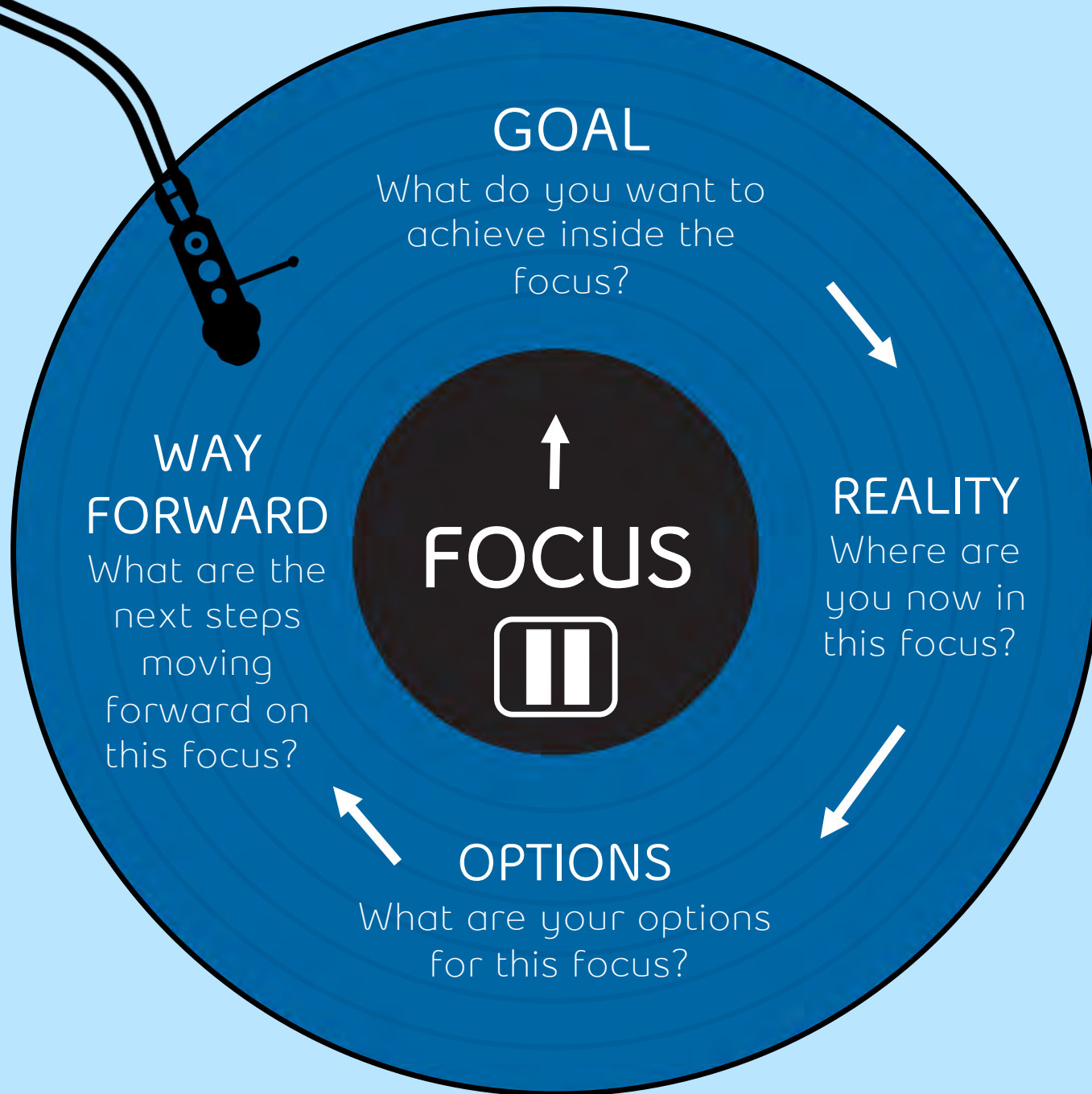


#		TITLE		
1		Pre-video	00:05:00	
		Module 2	2:00:00	
3		Accountability Partners and Application	1:00:00	
4		Triad Impact Coaching	00:30:00	

# Connecting to Strategic Imperatives



My Notes



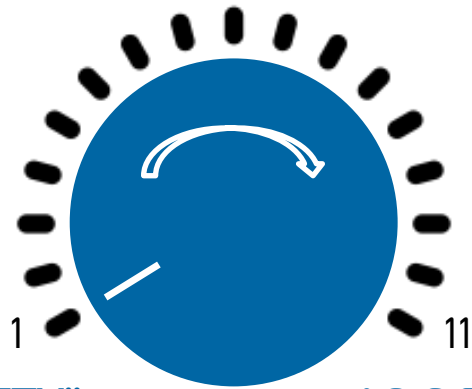
My Notes



# Ideal coaching behaviours

1 = less than ideal coaching behaviours

11 = Ideal coaching behaviours



"CHATTY"

AS DESIGNED

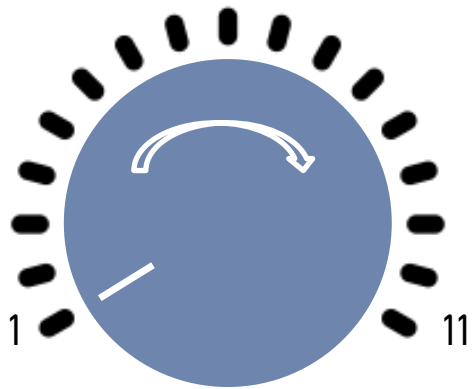
QUESTIONS



ADVICE-Y/TELL

KEEN LISTENING

LISTENING



SURFACE

DEEPENING

INSIGHTFUL







VAGUE

SPECIFIC

ACTIONABLE

My Notes

# GROW Coaching Questions

Goal - What do you want to achieve?	Reality - Where are you now?	Options - What are the options?	Way Forward – What are the next steps?
<p>What's on your mind?</p> <p>What's your overall objective for the future?</p> <p>What could that enable you to do?</p> <p>What are you prepared to do to achieve it?</p> <p style="text-align: right;"></p>	<p>What's happening now? Describe the situation.</p> <p>What are some possible causes?</p> <p>How does it impact you? Others? Overall performance?</p> <p>What have you done about it so far?</p> <p>What happens if no action is taken?</p> <p style="text-align: right;"></p>	<p>What is the best and worst option and why?</p> <p>Who else could add a helpful perspective on options?</p> <p>What does the ideal outcome look like?</p> <p>What other ways could you achieve this outcome?</p> <p>What actions worked well in similar situations?</p> <p style="text-align: right;"></p>	<p>What is your preferred approach and why?</p> <p>What is the best way to take massive action?</p> <p>What action is the smallest, easiest, most productive?</p> <p>What obstacles might you expect? How could you prevent them?</p> <p>When are you going to start?</p> <p style="text-align: right;"></p>
Other <b>Goal</b> questions	Other <b>Reality</b> questions	Other <b>Options</b> questions	Other <b>Way Forward</b> questions

My Notes

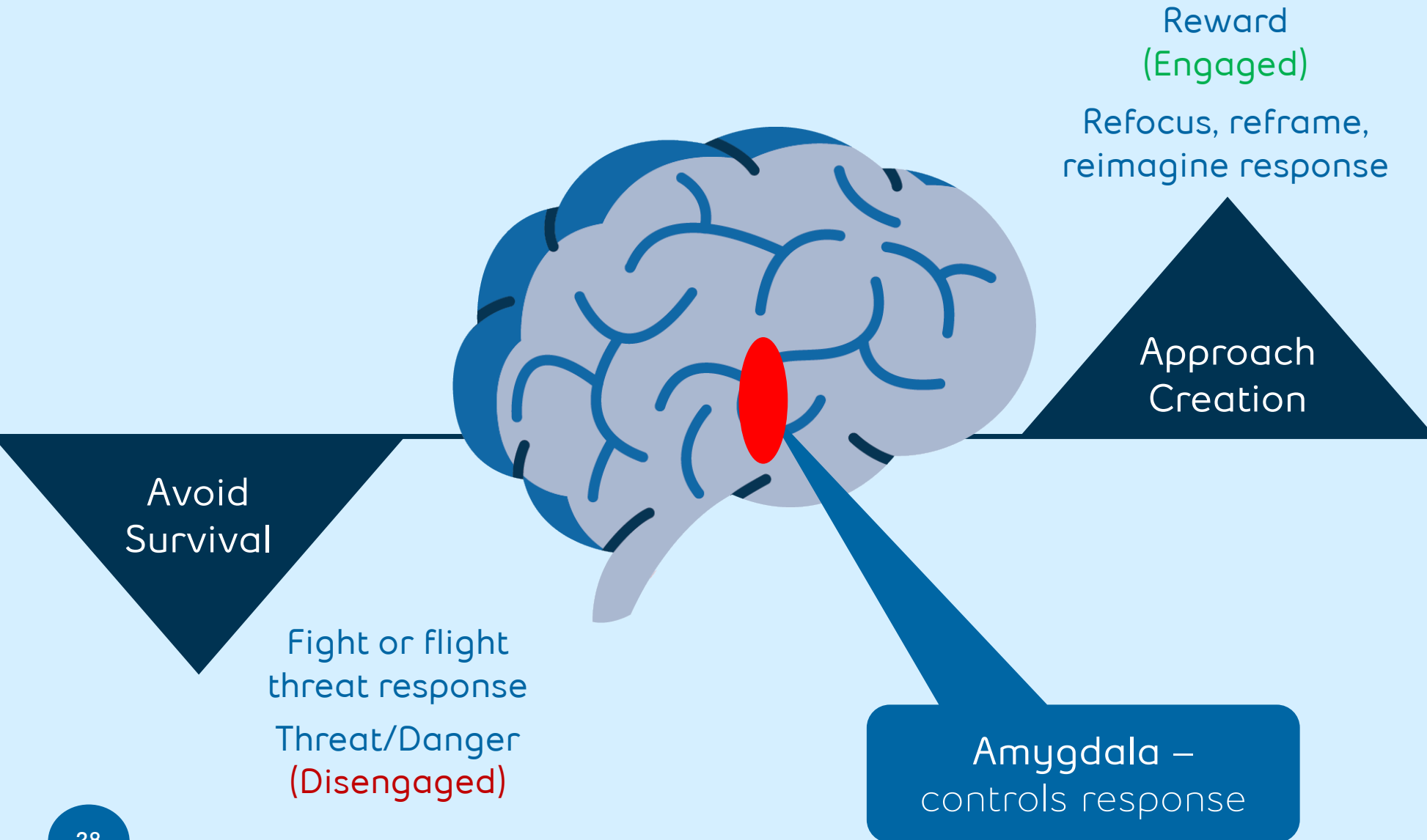
# What's your approach to conflict?



My Notes

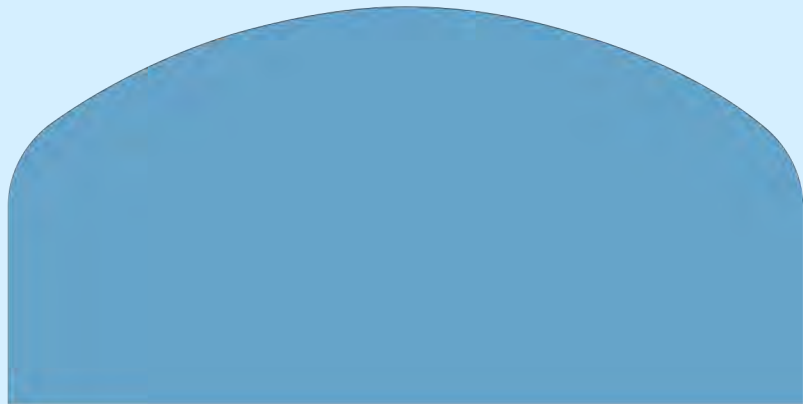
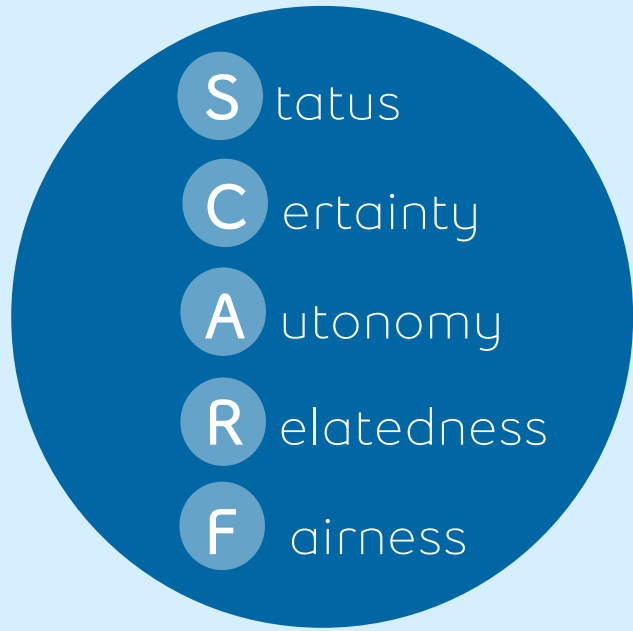
My approach to conflict is:	
Where am I in conflict now or on the way forward to impact?	
What's my strategy to address the conflict?	

# Minimize threat, maximize reward



My Notes

# SCARF Triggers



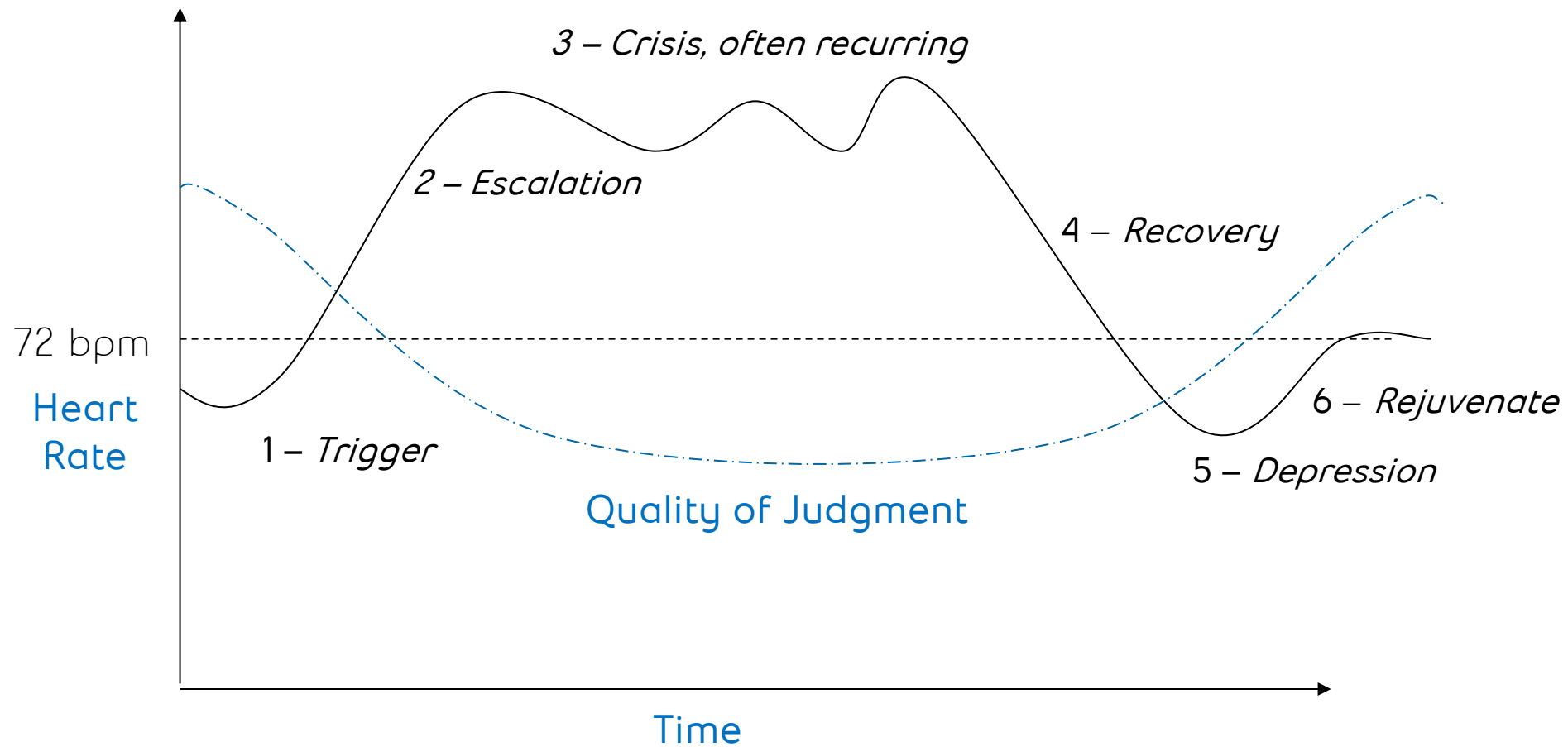
My Notes

## What are my triggers?

Share a few examples when you experienced a hijack to your amygdala:

My Notes

# Reaction Cycle



My Notes

- Pause - Recognize the trigger
- Pause - Reframe – be you own coach
- Pause - Breathe
- Walk away

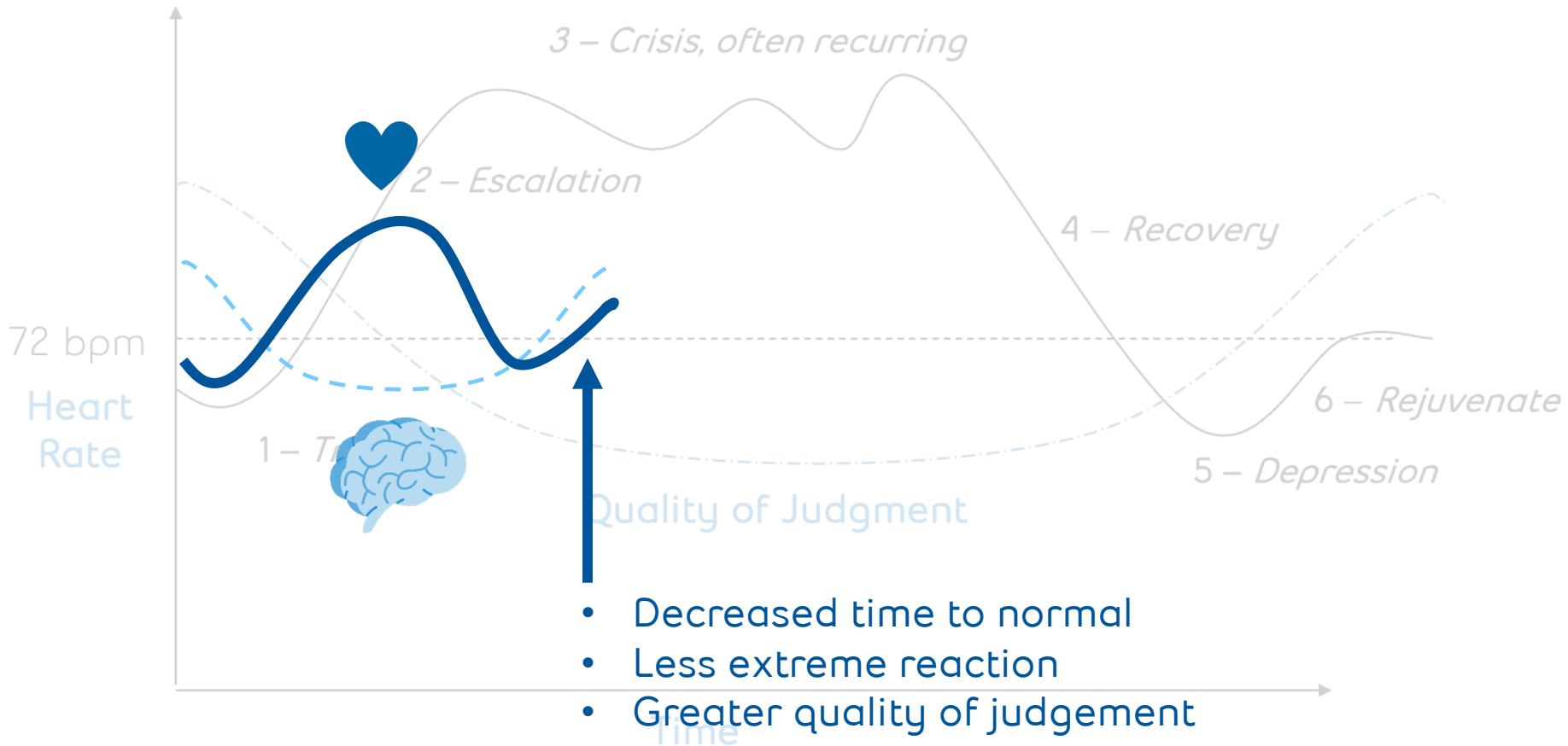


How could you deescalate or recover after trigger?

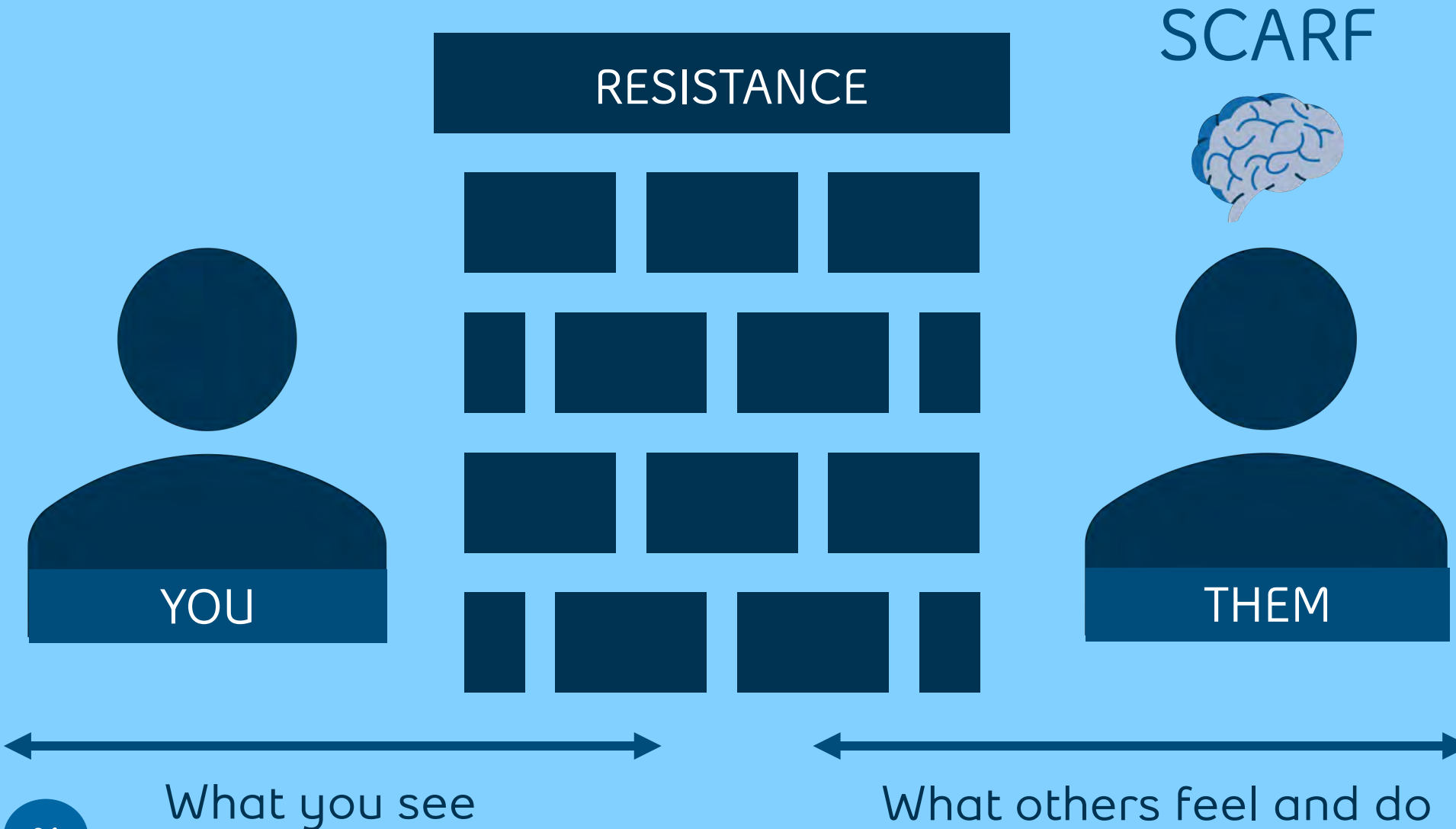


# Embracing Perceived Resistance

My Notes

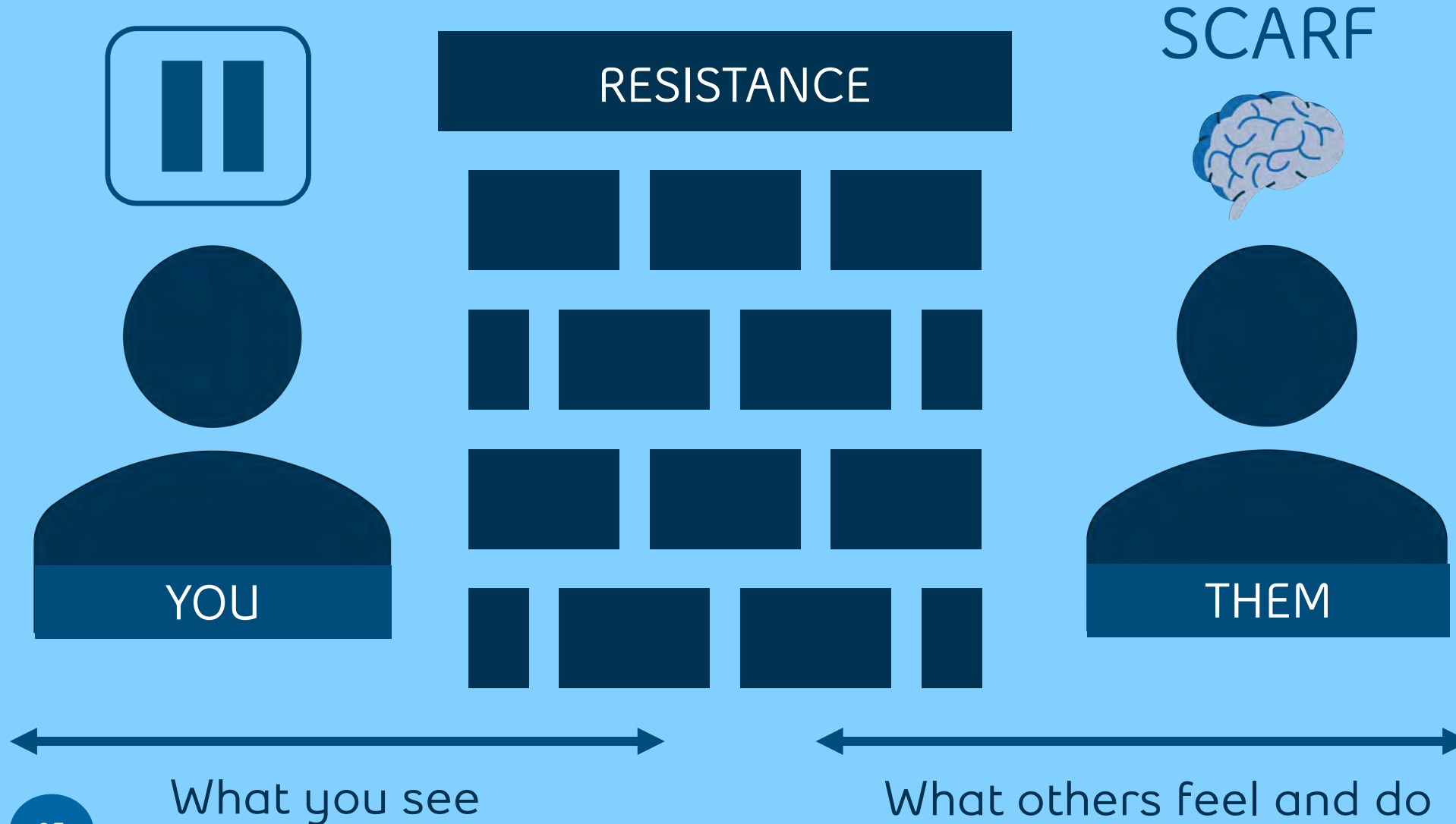


# Resistance separates you from achieving impact



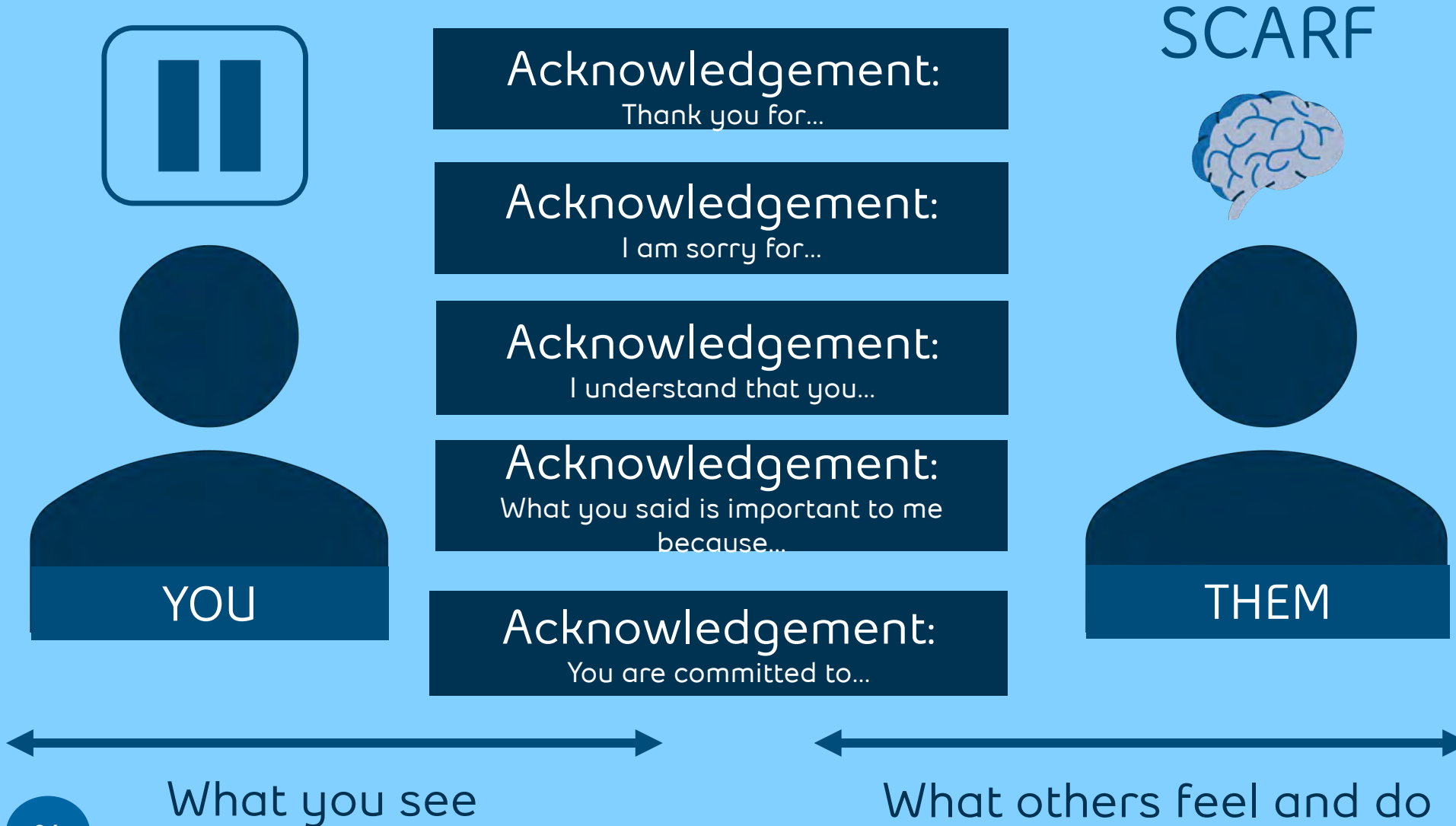
My Notes

Step 1: PAUSE to focus on them... to evaporate resistance



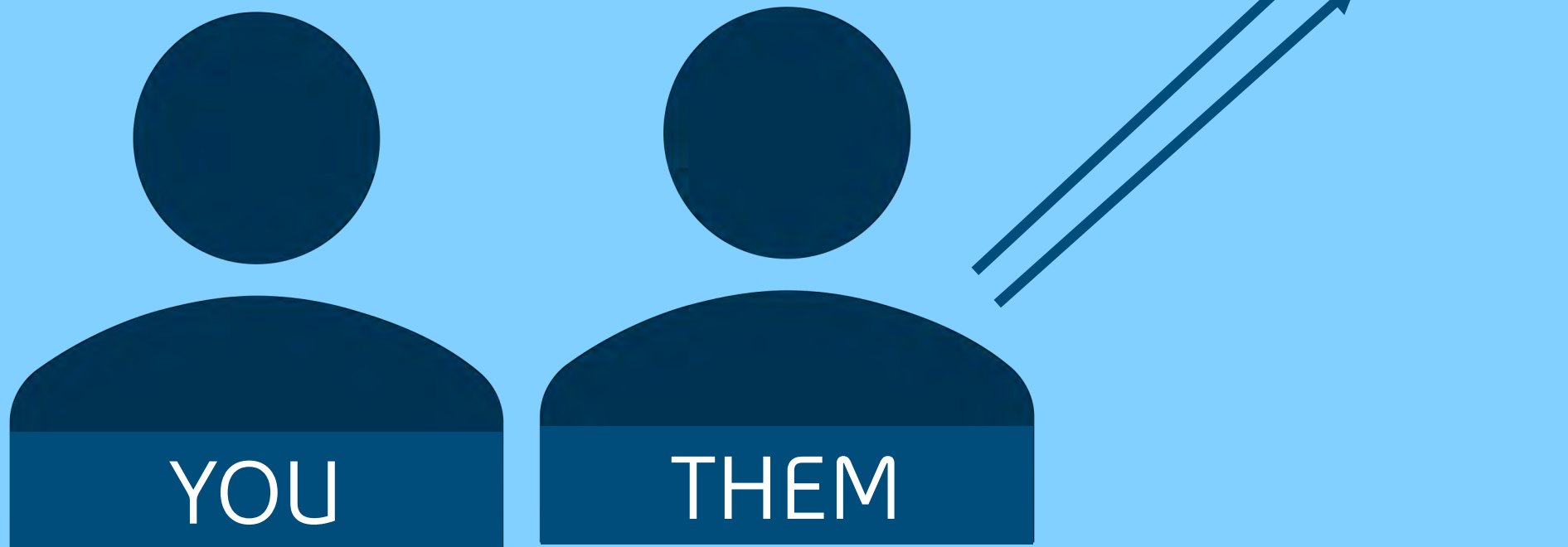
My Notes

# Step 2: ACKNOWLEDGE to evaporate resistance



My Notes

## Step 3: ASK a Way Forward question to return to the impact



My Notes

# Establish resistance

Identify resistance here then paste into chat

What is the actual language of the resistance?  
How they said it to you:

What is likely their SCARF trigger?  
Check the one that applies:

- Status
- Certainty
- Ambiguity
- Relatedness
- Fairness

Notes:

## RESISTANCE

My Notes

# Embracing resistance - Application

STEP 1: 

## Step 2: Acknowledge their world

Best practice includes a minimum of 5 acknowledgement-focused statements' where you acknowledge them, their work, and their world. Practice the Power of Pause to choose how to Acknowledge with WYSIITMB or similar.

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

Question targets the reward or result you both want. AVOID asking about the resistance or the source of the resistance as that is just the amygdala's reaction and not real.

Acknowledge	
Acknowledge	
Acknowledge	
Acknowledge	
Acknowledge	

What or How...	
----------------	--

### SAMPLES:

- What needs to be true...?
- What could you do...?
- What would you recommend...?
- How could you...?

My Notes

ALBUM

# Module 3: The Power of Peers

By Learn2

2020 • 4 songs • 3.5 hours

PAUSE



#

TITLE



1



Pre-video

00:05:00



Module 3

02:00:00



3



Accountability Partners and Application

00:30:00



4



Triad Impact Coaching

00:30:00





OLD

Stability

Certainty

Simplicity

Clarity

Comfort

VUCA

Volatility

Uncertainty

Complexity

Ambiguity

Discomfort

How to  
manage

Vison

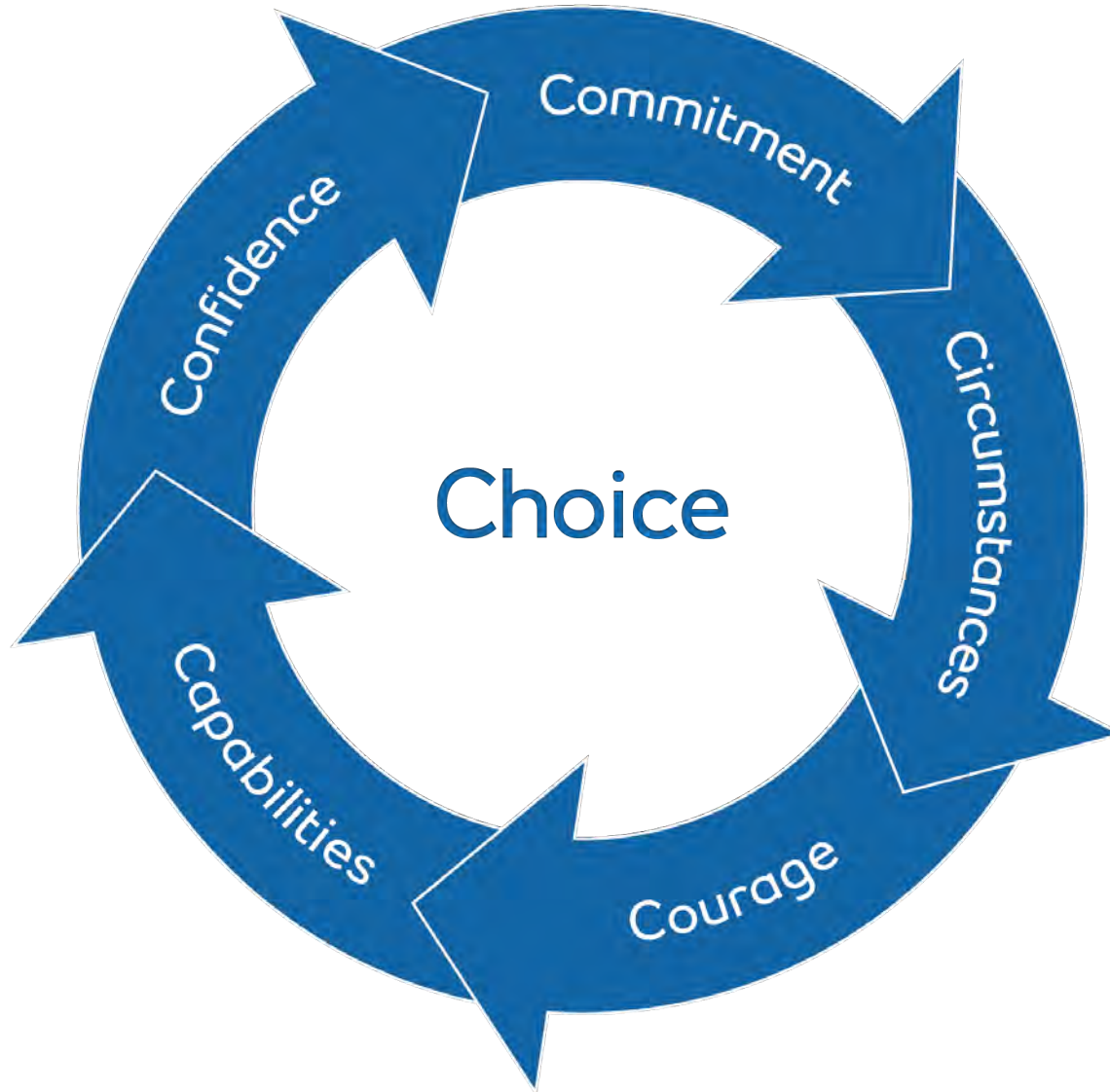
Understanding

Clarity

Agility

Action

# How leaders are developed



My Notes

# BrainTrust Best Practice

## What are BrainTrusts?

BrainTrusts combine the collective experience of 5 leaders in a peer mentoring circle to identify the way forward for a business challenges in 30 minutes.

## Why BrainTrusts?

Faster leader upskilling and faster action. Leaders harness their networks and stakeholders to solve business challenges. All leaders benefit from understanding others' challenges, gaining perspective and learning from lived experience.

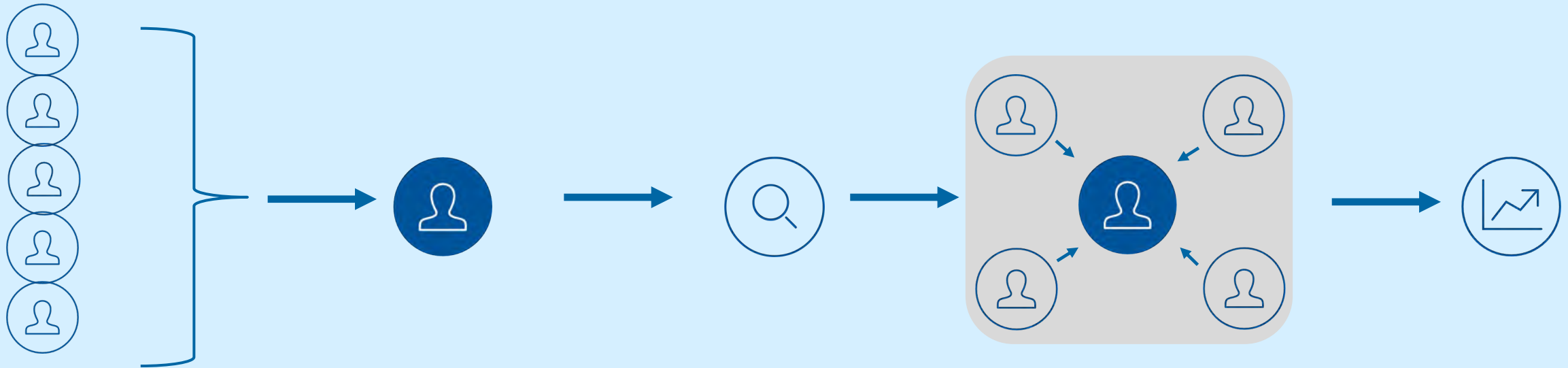
## Tips for BrainTrusts

Choose a leader or facilitator to keep process moving  
Use a timer to ensure efficient shares  
Everyone shares and contributes

No advice, telling or recommendations  
Only sharing of lived experience so everyone learns from experience

My Notes

# BrainTrust - Peer Mentoring Circle - 30 min



1. Each share one challenge	2. Choose one to solve	3. Ask clarifying questions	4. Share experiences	5. Commit to action
1 min each share	2 min to choose	5 min of questions	7 min sharing experiences	5 min to determine action
<p><b>Problem</b> - My version of the challenge for me/my team</p> <p><b>Opportunity</b> - What are the possibilities to impact the business? Use "What If..."</p> <p><b>Why</b> - is this so important?</p>	<ul style="list-style-type: none"> <li>Choose the challenge that will help you</li> <li>Be strategic</li> </ul>	<ul style="list-style-type: none"> <li>What are the consequences of this decision?</li> <li>What are your obligations?</li> <li>How could the solution align with Bell values and strategic priorities?</li> <li>What could you live with?</li> <li>What have you tried before?</li> </ul>	<ul style="list-style-type: none"> <li>Say "In my experience..." or "what has worked before..."</li> <li>Avoid "you should" or "you must"</li> </ul>	<ul style="list-style-type: none"> <li>Be specific</li> <li>How could you measure success?</li> <li>How do you want to be held accountable?</li> </ul>

# Step 1 - Before you start - Define what challenges you most to achieve impact in 5 min

My Notes

Each share one challenge	Define Challenge	Share Challenge
1 minute each	2 minutes	1 minute each
<p><b>Problem</b> - Describe the challenge for you/your team</p> <p><b>Opportunity</b> – How could solving the challenge impact the business?</p> <p><b>Why</b> - is this important to achieve your impact</p>	<p><b>Challenge statement</b> Complete the statement</p> <p>P –</p> <p>O –</p> <p>W –</p>	<ul style="list-style-type: none"> <li>• Take turns sharing your challenge</li> <li>• One team member summarize in chat</li> </ul>

## Step 2 - Choose one challenge to solve - 2 minutes

My Notes

### Choose one challenge to solve

### Share

#### 2 minutes to choose

- Articulate what challenges also help you
- Be strategic
- Vote if you have to

- Share when another is better than your own
- Share when another helps you with your challenges
- Share when you could learn from another
- Share chosen challenge and leader name in chat

## Step 3- Clarify with questions - 5 minutes

My Notes

### Ask clarifying questions

### Clarify your understanding with questions

#### 5 minutes of questions

#### Practice GROW coaching questions

- What is your reality?
- What options already attempted?
- What options do you see now?
- What consequences?
- What obligations exist?
- How does solution align with strategic priorities?
- What could you live with?

- What's happening now? Describe the situation
- What are some possible causes?
- How does it impact you? Others? Overall performance?
- What have you done about it so far?
- What happens if no action is taken?

## Step 4 - Share experiences - 7 minutes

My Notes

### Share experiences

### Sharing your lived experience

#### 7 minutes of sharing experiences

- Say “In my experience...”
- Avoid “you should” or “I would...” or “you must”

- Share relevant real-life experiences
- Share what has worked for you
- Share approaches you’ve attempted even if they did not work
- Listen for your challenge
- Everyone takes away what is useful for them
- Practice WYSIITMB when layering onto shares
- Practice PAUSE when replying



## Step 5 - Commit to action - 5 minutes

### Commit to action

### Sharing accountability for action

My Notes

#### 5 minutes to determine action

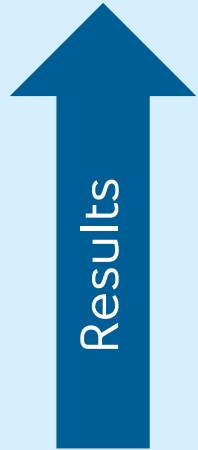
- Identify specific actions
- How could you measure success?
- What support do you want to be held accountable? From whom?

#### Support challenge owner to get specific actions

##### Questions to ask them:

- What is your preferred approach and why?
- What is the best way to take massive action?
- What action is smallest, easiest, most productive?
- What obstacles might you expect? How could prevent?
- When are you going to start?
- What support do you want from us?
- Who do you want as an accountability partner?

# Results-based versus reasons-based conversations

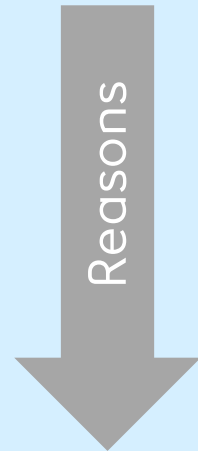


**Behaviours**  
Ownership  
Accountability  
Responsibility

**Asks how we could?**  
Oriented to the future  
Developing  
Growing others  
Creating outcomes

**Sounds like**  
Yes, and...  
How can we...?  
What if we...?  
They could...  
What/How?  
We would need to...  
Here's what we still need to do...

**Actions**  
See it, Own it, Solve it,  
Speaks from "I... or We..."  
Acknowledges others' effort with "you statements"  
Shares control  
Explores root causes to solve it



**Behaviours**  
Blame  
Excuses  
Denial

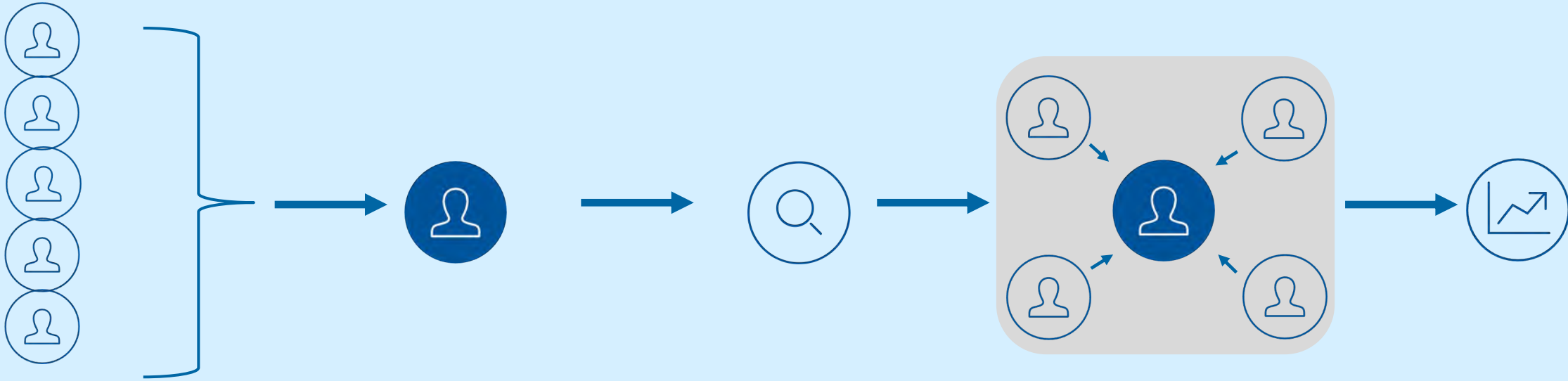
**Asks why you did?**  
Oriented to the past  
Judging  
Disengaging others  
Creating victims

**Sounds like**  
But...  
If only...  
Why can't we...  
They should...  
Can/Do?  
They won't...  
Fine, I'll try

**Actions**  
Blames using "You" statements  
Avoids responsibility, blames process  
Ignores or waits to see "It's not my job"  
Avoids ownership + initiative

# BRAINTRUST B & C - Themed/Topic Specific - 30 min

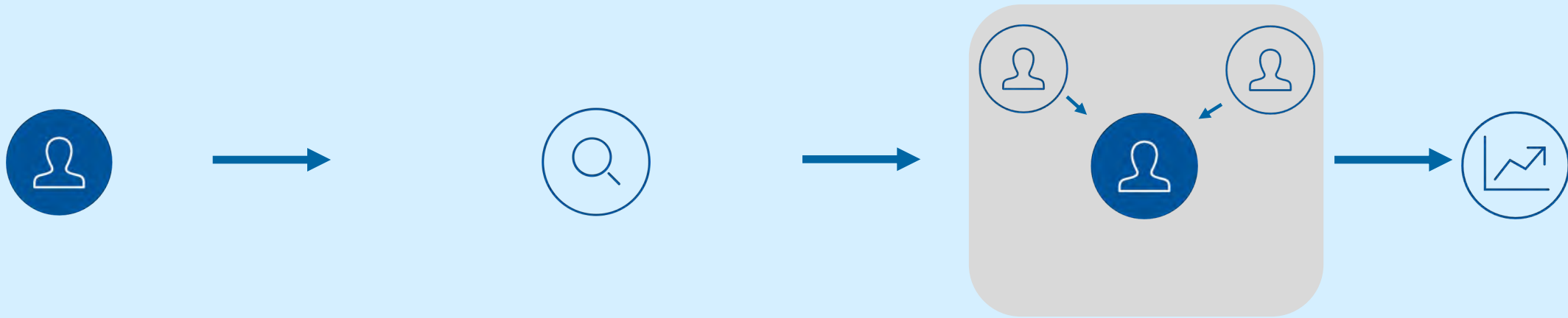
Participants focus on a pre-determined topic identified together or by the organizer of the BrainTrust



1. Share my priority challenge within the pre-determined topic	2. Choose priority challenge	3. Ask clarifying questions	4. Share experiences	5. Commit to action
<p>1 min each share</p>	<p>2 min to reflect</p>	<p>7 min of questions</p>	<p>7 min sharing experiences</p>	<p>8 min to determine action</p>
<ul style="list-style-type: none"> <li>• P – Problem - share my priority challenge related to the topic</li> <li>• O - Opportunities – What are the benefits to solving my primary challenge for me/team/business? Use “What If...”</li> <li>• W - Why is this so important</li> </ul>	<ul style="list-style-type: none"> <li>• As a group, choose the priority challenge to solve</li> </ul>	<ul style="list-style-type: none"> <li>• What resources are available ?</li> <li>• Who has what role/responsibility?</li> <li>• What are the expectations of others?</li> <li>• What was tried in the past?</li> <li>• What is the timeline?</li> <li>• What is the ripple effect?</li> <li>• What are the unintended consequences of choosing this priority?</li> <li>• How does solving this challenge align with our values?</li> </ul>	<ul style="list-style-type: none"> <li>• Say “In my experience...” or “What I have seen that works is...”</li> <li>• Avoid “you should” or “you must”</li> </ul>	<ul style="list-style-type: none"> <li>• What are the top-3 actions?</li> <li>• What does success look like?</li> <li>• With whom do I want alignment?</li> <li>• How do you want to show up as a leader?</li> </ul>

# BRAINTRUST D- Individual Reporting – 30 min

Eg: 6 Participants focus on sharing their progress – 24 mins



1. Share my priority challenge and progress	2. Ask clarifying questions	3. Share experiences	4. Commit to action
<p>1 min each share = 6 mins</p>	<p>1 min of questions per challenge = 6 mins</p>	<p>2 shares per challenge = 6 mins</p>	<p>1 min per person to determine action = 6 mins</p>
<ul style="list-style-type: none"> <li>• P – Problem - share my priority challenge</li> <li>• O - Opportunities – share my progress (i.e. opportunities to solve my challenge)</li> <li>• W – What's my way forward?</li> </ul>	<ul style="list-style-type: none"> <li>• What resources do you need?</li> <li>• What's getting in the way?</li> <li>• What is the timeline?</li> <li>• What have you tried?</li> <li>• What are the unintended consequences of choosing this priority?</li> <li>• How does solving this challenge align with our values?</li> </ul>	<ul style="list-style-type: none"> <li>• Say “In my experience....” or “What I have seen that works is...”</li> <li>• Avoid “you should” or “you must”</li> <li>• Take turns so everyone shares their experience</li> </ul>	<ul style="list-style-type: none"> <li>• What are my top-3 commitments?</li> </ul>

# Power of Peers Commitments

Who could you run a BrainTrust with and what results do you want?

Who	Possible result
Peers	
Team members	
BU/Stakeholders	

My Notes

ALBUM

# Module 4: The Power of Impact

By Learn2

2020 • 4 songs • 3.5 hours

PAUSE



#

TITLE



1



Pre-video

00:05:00



2



Module 4

02:00:00



3



Accountability Partners and Application Going Forward

00:30:00



4



Final Triad Impact Coaching

00:30:00



# My annualized impact and ripple effects

My Notes

Immediate results		
ROI	Duration	Annualized ROI
Ripple effect results		
ROI	Duration	Annualized ROI
Ripple 1		
Ripple 2		
Ripple 3		

## Sample - annualized impact and ripple effects

My Notes

Immediate results			
ROI	Duration	Annualized ROI	
20k	4 months	100K	
Ripple effect results			
ROI	Duration	Annualized ROI	
Ripple 1 - Team impact	5K	4 months	20K
Ripple 2 - Apply to other projects	3K	1 month	36K
Ripple 3 - Time repurposed	1K	1 week	52K

Total ROI = 208K



# Sharing your Impact via formal report

- Be intentional about reporting by knowing the purpose of a report
- Have all data available and disseminate relevant data based on audience and purpose
- Share pre-reads and have 1-1 conversations prior to reports to avoid surprising stakeholders, peers and leaders
- Prepare team/stakeholders to engage with and learn from “negative” outcomes
- Reports can take upward of 30% of a project’s time and resources so use Impact Report template effectively will ensure efficiency here
- Reporting formula is 1:3:25 max

## Report purpose

## Report length

## Proposed report structure

Sharing impact progress

1 slide/page

Problem, Impact statement & Current results

Sharing impact status and decision point(s)

3 slides/ pages

Goal of impact, Current obstacles & Decision point(s)

Reviewing current impact and uncovering future impacts

25 slides max

Why, How and What of current impact, Other opportunities & Recommendations on action(s)

My Notes

# Certificate of Excellence

awarded to

YOU

FOR

Making an impact for 5 y

Sept 2023

date



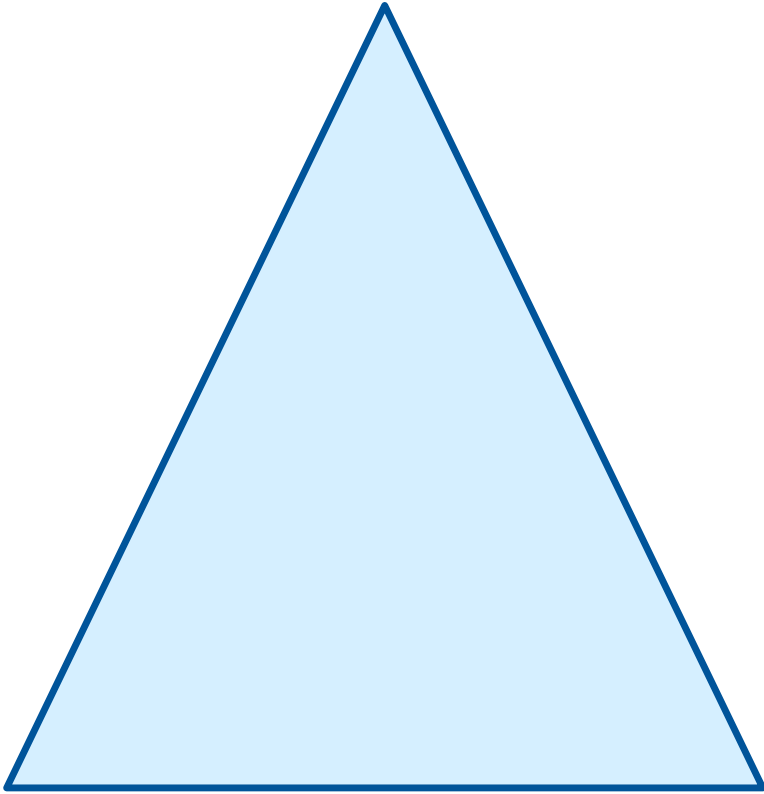
*M. Bibic*

Signature

My Notes

# Who are you as a leader - 5 years from now?

You



Lead Peers

Impact

My Notes

# GOLDEN TICKET

For each person you recommend that joins a fall session we will award you with a **COMPLIMENTARY** impact coaching session

# My Commitments

To continue leading at Bell, these are my commitments	I will completed each commitment by when?

My Notes

# IMPACT COACHING #1

Report on status of my Impact Statement:

- A. Defined Impact
- B. Defined impact and in progress
- C. Defined impact and have quantifiable results
- D. All above is done and am quantifying ripple effect of my impact

# Impact statement - sample

## 1 IMPACT (new/improvement):

*I impacted* Time of grievance management

*As measured by* a reduction of 10% in duration of grievance resulting in an annual savings of \$125K

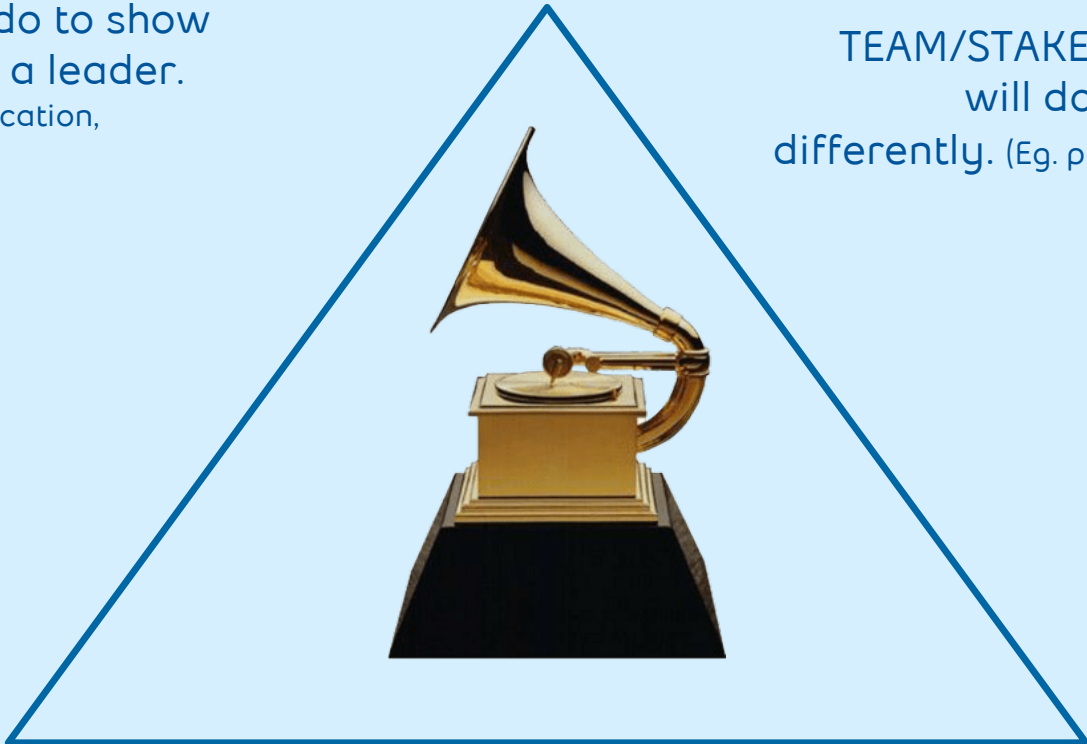
*Using the following assumptions* Average: # grievances x # hours saved x \$ cost/hour

## 2 YOU: What I will do to show up differently as a leader. (Eg. Mindset, communication, confidence)

1. Making a commitment
2. Briefing management

## 3 TEAM/STAKEHOLDER: What I will do to lead/do/use differently. (Eg. people, process, tools,)

1. Aligning with my leader
2. Improving leader's knowledge of the grievance



### Examples of YOU

- Listening
- Strong questions
- Embracing resistance

### Examples of TEAM

- Budgets
- Policies
- Partners/Vendors
- Leaders/Peers/Teams
- Interns/New Grads
- Active participation in policy development
- Development of time tracking reporting system for field service agents
- Infrastructure

### Example of ASSUMPTIONS

- \$50/hr, 8 hour days, 10 field visits a day, 1.3 visits until resolution
- 70% to 85% over 1 month resulting in 20K savings, annualized to 240K savings

# Impact statement - sample

## 1 IMPACT (new/improvement):

*I impacted* Time of grievance management

*As measured by* a reduction of 10% in duration of grievance resulting in an annual savings of \$125K

*Using the following assumptions* Average: # grievances x # hours saved x \$ cost/hour

**Sample:** reduced grievance management duration by 10% by briefing management and improving their knowledge thereby influencing union representatives – estimate of 125K in annual savings

## 2 YOU: What I will do to show up differently as a leader. (Eg. Mindset, communication, confidence)

1. Making a commitment
  
2. Briefing management

## TEAM/STAKEHOLDER: What I will do to lead/do/use differently. (Eg. people, process, tools.)

### 3

1. Aligning with my leader
  
2. Improving leader's knowledge of the grievance



1. Productivity/efficiency
2. Revenue
3. Cost savings
4. Employee retention/satisfaction
5. Customer satisfaction





## Impact Coaching Triad #1

- What impact do you want to have on the business?
- What metrics could you use to measure the impact? (Think about saving time, saving money, making money, increasing efficiency, increasing effectiveness, etc.) (NOTE: We will discuss how to convert to financial impact during our call)
- What are the 1-2 primary actions to achieve the impact?

My notes	My partner's notes



# Impact Coaching Triad #1 (cont.)

- What impact do you want to have on the business?
- What metrics could you use to measure the impact? (Think about saving time, saving money, making money, increasing efficiency, increasing effectiveness, etc.) (NOTE: We will discuss how to convert to financial impact during our call)
- What are the 1-2 primary actions to achieve the impact?

My notes	My partner's notes

# IMPACT COACHING #2

Report on status of my Impact Statement:

- A. Defined Impact
- B. Defined impact and in progress
- C. Defined impact and have quantifiable results
- D. All above is done and am quantifying ripple effect of my impact

# Preparation for Impact Coaching Triad #2

## Impact statement

### 1 IMPACT (new/improvement):

*I impacted*

*As measured by*

*Using the following assumptions*

**Sample:** reduced grievance management duration by 10% by briefing management and improving their knowledge thereby influencing union representatives – estimate of 125K in annual savings

### 2 YOU: What I will do to show up differently as a leader. (Eg. Mindset, communication, confidence)

- 1.
- 2.
- 3.



### TEAM/STAKEHOLDER: What I will do to lead/do/use differently. (Eg. people, process, tools,)

### 3

- 1.
- 2.
- 3.

- 1. Productivity/efficiency
- 2. Revenue
- 3. Cost savings
- 4. Employee retention/satisfaction
- 5. Customer satisfaction



## Questions to consider: Impact Coaching Triad #2

### IMPACT STATEMENT

- How's it going?
- What's getting in the way?
- Where do I need alignment?
- What is my plan to report my impact?
- Other?

### TOOLS

- YOU: What is working? Not working?
- TEAM/STAKEHOLDER: What is working? Not working?

### MEASURE

- What is my annualized ROI?

### ASSUMPTIONS

- What other assumptions have I made?

### WHAT ELSE

- What else do I want coaching on?

### OTHER



## Impact Coaching Triad #2

My notes	My partner's notes



## Impact Coaching Triad #2 (cont.)

My notes	My partner's notes

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 entire scene is overlaid with a semi-transparent blue filter.

# MODULE 1 RESOURCES



# Benefits of annualized impact

- **Leaders/peers** – unbiased financial impact added to performance conversations, improves comparisons and deepens understanding of the impact of effort
- **Peers/stakeholders** – become **more likely to support current and future initiatives** when tangible annualized impact gets identified
- **Team** – appreciate acknowledgement for the value of the work effort and when acknowledged – become motivated to find **additional gains and reductions**

My Notes

# Resources

## Impact resources

ROI Calculator <https://www.calculator.net/roi-calculator.html>

## Mental Health resources

For meditation

- <https://www.headspace.com>
- <https://www.tarabrach.com>

8 rules of life

- [The Eight Rules of The School of Life](#)

10 strategies for stress management

- <https://www.beyondblue.org.au/the-facts/anxiety/treatments-for-anxiety/anxiety-management-strategies>
- Choice
- <https://www.linkedin.com/showcase/bell-let's-talk/>

My Notes

# Strategic thinking on challenges

**Plausible** – does the impact pathway tell a compelling story? Does it make sense? Are the outcomes in the right order? Are preconditions in place to produce the outcomes you've indicated? Where are the gaps in logic?

**Feasible** – how realistic is it to achieve the impact? Does the team/peers and stakeholders have capacity and resources to implement and complete interventions identified? Do they need to bring in additional partners? Do they need to adjust the scope, expectations or timeline?

**Testable** – how well you have crafted the indicators? Have you identified solid, measurable indicators that can be evaluated in a timely manner? Will these indicators provide sufficient evidence to guide course-corrections going forward, and to evaluate impact? Will data be convincing to necessary audiences?

My Notes

# 1-minute sharing tool – examples

Step	Voice – You say	Feedback (Give/Get) – You say	Challenge – You say
<p><b>Acknowledge...</b></p> <p>Their perspective (Share voice)</p> <p>Their action (Give/Get feedback)</p> <p>Their behaviour (challenge behaviour)</p>	<p><b>...You...</b></p> <p>I've noticed in meetings you are reinforcing authenticity a lot, that is also important for me</p>	<p><b>...You...</b></p> <p>You are a leader that is always looking for ways to develop. You have strong XXX skills.</p>	<p><b>...You...</b></p> <p>You are missing deadlines for the project without giving notice</p>
<p><b>Share...</b></p> <p>Your voice (Share voice)</p> <p>Impact (Give/Get Feedback and Challenge Behaviour)</p>	<p><b>Share Story</b></p> <p>I've partnered up with my daughter to write a children's book on how to stay authentic, be yourself</p>	<p><b>...And the impact...</b></p> <p>As a result I am inspired to develop my XXX skills.</p>	<p><b>...And the impact...</b></p> <p>And the impact is that it is causing a time crunch for your teammates.</p>
<p><b>Way Forward</b></p>	<p><b>Therefore...</b></p> <p>Therefore, if any opportunities come up on projects about authenticity, please consider my role in the project,</p>	<p><b>Therefore...</b></p> <p>Therefore could you give me specific feedback on my XXX skills</p>	<p><b>Therefore...</b></p> <p>Therefore in the future, please deliver on time. What could you do to ensure you meet the deliverable next week?</p>

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 harmonica case, and a small electronic device. The entire scene is overlaid with a semi-transparent blue filter.

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

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.



My Notes

## 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?

# 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

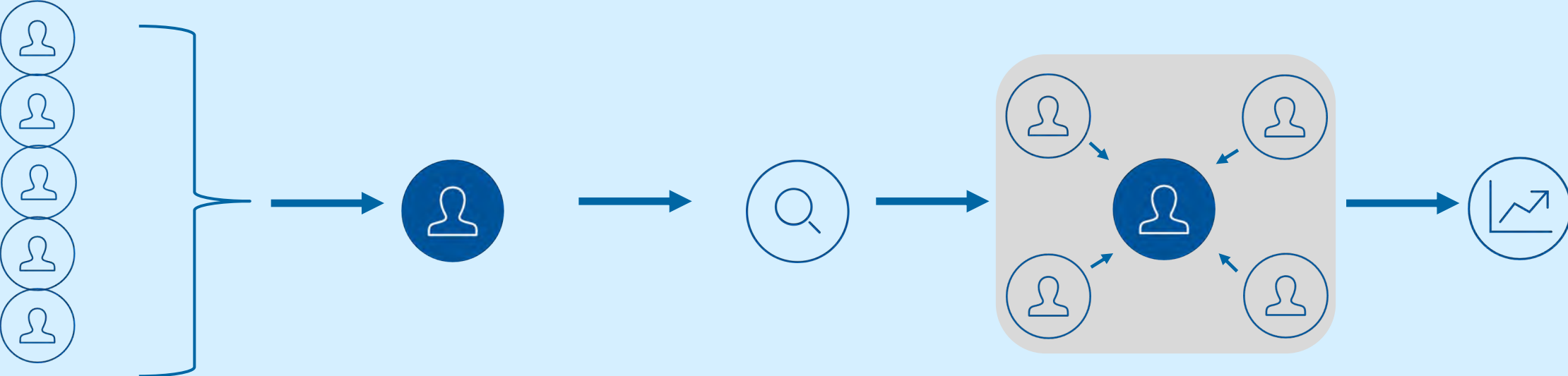
My Notes

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 harmonica case, and a small electronic device. The entire scene is overlaid with a semi-transparent blue filter.

# MODULE 3 RESOURCES

# BRAINTRUST B - Themed/Topic Specific - 30 min

Participants focus on a pre-determined topic identified together or by the organizer of the BrainTrust



1. Share my priority challenge within the pre-determined topic	2. Choose priority challenge	3. Ask clarifying questions	4. Share experiences	5. Commit to action
1 min each share	2 min to reflect	7 min of questions	7 min sharing experiences	8 min to determine action
<ul style="list-style-type: none"> <li>• P – Problem - share my primary challenge related to the topic</li> <li>• O - Opportunities – What are possibilities to impact the business? Use “What If...” questions</li> <li>• W - Why is this so important</li> </ul>	<ul style="list-style-type: none"> <li>• As a group, choose the priority challenge to solve for the team</li> </ul>	<ul style="list-style-type: none"> <li>• What resources do we have or could we find?</li> <li>• Who is RACI?</li> <li>• What are the expectations of team/individuals?</li> <li>• What is the timeline?</li> <li>• What are the unintended consequences of choosing this priority?</li> </ul>	<ul style="list-style-type: none"> <li>• Say “In my experience...”</li> <li>• Avoid “you should” or “you must”</li> <li>• Listen and apply to both your priority challenge and the chosen priority</li> </ul>	<ul style="list-style-type: none"> <li>• Be specific</li> <li>• How could you measure success?</li> <li>• How do you want to be held accountable?</li> </ul>

# Pathway to performance

My Notes

1	2	3	4	5	6
<b>NEW</b>	<b>MORE</b>	<b>APPLY</b>	<b>SOLVE</b>	<b>CHANGE</b>	<b>RECOVER</b>
Using skill for the first time. Feels unnatural and need support	Applying skills in new places, with new people	Applying skills naturally/organically	Using skills in a unique and proactive situation	Intentionally shifting existing behaviours and using skill using under stress	Impact was not as intended. Learn from impact, adjust and use skill again
<i>(Use notes)</i>	<i>(Check in with notes after)</i>	<i>(No need for notes)</i>			

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 harmonica case, and a small electronic device. The entire scene is overlaid with a semi-transparent blue filter.

# MODULE 4 RESOURCES

## A sample 25 page report outline:

- Acknowledgements (important to acknowledge your team);
- Executive Summary (written last);
- Program Background (and literature review if relevant);
- Evaluation Overview:
  - a. Purpose;
  - b. Assumptions in impact pathway and design;
  - c. Methodology (reference to tools in appendices);
  - d. Evaluation Limitations and Strengths;
  - e. Intended Use of Findings
- Program Description (Inputs and Activities);
- Program Outputs and Outcomes;
- Discussion, Conclusions (use summary tables) & Recommendations; and
- Appendices (sample tools)

My Notes

# Impact Pathway Reporting Tool

Purpose of report	Audience	Questions they may have	Data needed to answer questions

My Notes