# **City of Madison** Women's Leadership Series

DAY 2: August 19, 2015 RELATIONSHIP MANAGEMENT

> CHOICES Coaching & Consulting Krista R. Morrissey

# OWN IT!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

#### **Relationship Management**

# The first relationship you need to manage is your relationship with yourself.

~ Krista Morrissey ~

The most important person you'll ever talk to is you. Be careful what you say.

~ John Maxwell ~



# Meet Krista...

- Dixon, IL
- University of Wisconsin-Platteville
- Alverno College: MAE-OD
- University of Wisconsin-Madison: Professional Life Coaching Certification
- Certificates: Master Lean Facilitator, Project Management, Kirkpatrick Business Partners Model, Myers-Briggs Type Indicator Facilitator, Stephen Covey – The Speed of Trust
- Quad/Graphics: Leadership, Continuous Improvement, Coaching, Program Development, Project Management (U.S, Latin America, Poland, South Africa)
- CHOICES Coaching & Consulting
- Leadership Philosophy: Strengths Based
- 'WHY'













# DAY 1 - ACTIONS







# DAY 2 - AGENDA

- Confidence
- Designed Alliance
- Mental, Emotional, Physical Energy Tank
- Approachability Formula and Your Weather
- Emotional Intelligence
- Crucial Conversations
- Coach Style Leadership: Practice WHAT & HOW Questions + Active Listening



#### Sharing honest feedback to your cohorts

#### How do you define confidence?



# **STARTS WITH TRUST & CREDIBILITY**

Discover Thy Self Know Thy Self Grow Thy Self Lead Thy Self



Comfortable Consistency Integrity Courage Vulnerability Authenticity Self-Acceptance



**Internal Confidence** 

**External Confidence** 

# CONFIDENCE

"Owning our STORY and loving our selves through that process is the BravesT thing that we will ever do."

-Brené Brown, from The Gifts of Imperfection

# IF YOU'RE YOUR authentic self, YOU HAVE NO COMPETITION.

• When people show you who they are, believe them. ••

- DR. MAYA ANGELOU



People are never able to outperform their self-image. John C. Maxwell neetville com



1 amstrong enough to carry the world on my shoulders vulnerable ask for help ien ijstumble to 0 enough to admit the mistakes i ve made. CONTICENT enough to laugh at m on good e bad enough to e give it all ar (c) ruhe king

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# **STARTS WITH TRUST & CREDIBILITY**

Discover Thy Self Know Thy Self Grow Thy Self Lead Thy Self



Comfortable Consistency Integrity Courage Vulnerability Authenticity Self-Acceptance



**Internal Confidence** 

**External Confidence** 

# CONFIDENCE

#### **13 Behaviors**

13 BEHAVIORS of the INDIVIDUAL		
BEHAVIOR	CURRENT PERFORMANCE	OPPOSITE / COUNTERIEIT
C Talk Straight		i le, spin, lei helf-invito, dovble tello, fattur
A Demonstrate Respect		Don't care or don't show you care, show disrespect or show respect only to those who can do something for you.
A Create Transparency		Without information; Seep secrets; create litudion; present
r Right Wrangs		don't schrit or repair mittekez; cover up mittekez;
E Show Leyally		Sell others out; take the check yourself; seneri-takk people to their faces and land mouth them behind their backs.
O Deliver Results		fel to deliver, deliver on activities, not results
r Get Better		Deteriorate; durit invest in Improvement; force every problem into your one costion.
T Contront Reality		Bury your based in the card, focus on burywork while soliting the reactioner.
t Garify Expectations		Assume expectations or don't discover them: create vague and shifting expectations.
C Wractice Accountability		Barrt taxa razponishiky: "Wu nat my fault" : dan't hold others accountable.
a Listen First		Dan't listen; speak first, listen last: protond listen; listen althout understanding.
0 Teep Commitments		Small commitments: violate promises: mate ratios and attaine commitments o don't make any commitments.
Extend Trust		Withold Invest, falle Invest and then prospanical give responsibility without evaluating.



All materials within this Power Point are the creation of Krista Morrissey, property of CHOICES and based on the philosophies, methodologies and certification from FranklinCovey.

#### THE ONE THING THAT CHANGES EVERYTHING

There is one thing that is common to every individual, relationship, team,

family, organization, nation, economy and civilization throughout the world – one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.

#### That one thing is trust.

# A CRISIS OF TRUST

- Only 51% of employees have trust and confidence in senior management
- Only 36% of employees believe their leaders act with honesty and integrity
- Over the past 12 months, 76% of employees have observed illegal or unethical conduct on the job – conduct which, if exposed, would seriously violate the public trust

### TRUST + CONFIDENCE

Trust truly is the one thing that can change anything

You can't talk yourself out of something you acted yourself in to

In the end all you have is reputation

Low trust is the greatest cost in life, in organizations and in families

# **GETTING A HANDLE ON TRUST**

- Trust is an economic driver not merely a social virtue
- Trust and the ability to create trust is the #1 competency needed in leadership today
- Trust is a learned competency

### THE ECONOMICS OF TRUST

$$\int Trust = \int Speed \int Cost$$

$$\int Trust = \int Speed \int Cost$$

- Post 9/11 Airport Security
- Enron = Sarbanes-Oxley Act

- Jim the NYC street vendor
- Berkshire Hathaway \$23 Billion
   McLane Distribution (Warren Buffett)

### TRUST IS A FUNCTION OF TWO THINGS



### The 5 Waves of Trust

Self-Trust Relationship Trust Organizational Trust Market Trust Societal Trust

#### **Ripples from the inside out**

#### First Wave: Self Trust - Credibility

Self-Trust Relationship Trust Organizational Trust Market Trust Societal Trust

#### The Principle of Credibility Inside Out

Honesty Congruence Humility Courage

### Four Cores of Credibility

#### 4. Results

#### Competence

3. Capabilities

2. Intent

Character

1. Integrity

## Second Wave: Relationship Trust -

Self-Trust Relationship Trust Organizational Trust Market Trust Societal Trust

- 1. Talk Straight
- 2. Demonstrate Respect
- 3. Create Transparency
- 4. Right Wrongs
- 5. Show Loyalty
- 6. Deliver Results
- 7. Get Better
- 8. Confront Reality
- 9. Clarify Expectations
- 10. Practice Accountability
- 11. Listen First
- 12. Keep Commitments
- 13. Extend Trust

Consistent

**Behavior** 

### Third Wave: Organizational Trust - Alignment

Self-Trust Relationship Trust Organizational Trust Market Trust Societal Trust

Ensuring all structures and systems within the organization are in harmony with the cores and the behaviors.

Creating a shared vision.

#### Fourth Wave: Market Trust – Reputation & Brand



- 1. Talk Straight
- 2. Demonstrate Respect
- 3. Create Transparency
- 4. Right Wrongs
- 5. Show Loyalty
- 6. Deliver Results
- 7. Get Better
- 8. Confront Reality
- 9. Clarify Expectations
- **10. Practice Accountability**
- 11. Listen First
- **12. Keep Commitments**
- **13. Extend Trust**

### Fifth Wave: Societal Trust Trust - Contribution

Self-Trust Relationship Trust Organizational Trust Market Trust Societal Trust

Is the intent to create value instead of destroy it?

To give back instead of take?

Are you making 'IT' better for those who follow you?

# **GETTING A HANDLE ON TRUST**

- Trust is an economic driver not merely a social virtue
- Trust and the ability to create trust is the #1 competency needed in leadership today
- Trust is a learned competency

#### **TRUST should be YOUR GREATEST Strength**

### CONFIDENCE

Trust truly is the one thing that can change anything

You can't talk yourself out of something you acted yourself in to

In the end all you have is reputation

Low trust is the greatest cost in life, in organizations and in families



- What is the impact to others' confidence in you?
- What is the impact to your confidence?


#### **CHALLENGE**

- Ask 6-12 others in your life to assess you on the 13 Behaviors of Trust.
- What are the commonalities

#### **CALL TO ACTION**

With your new awareness, what do you commit to?



# ALLIANCE

#### 1:1 Teams Meetings Coaching Family Friends



Identify items you want in alliance Role model it with a team

**Trio Practice** 

- 1. What is the culture/atmosphere you want to co-create?
- 2. How do you want to be when things get 'icky'?
- 3. What will help you flourish/succeed?
- 4. What do you expect/hope from the facilitators/team leaders?



Source: UW-Madison, Professional Life Coaching Certification



- What was learned?
- How soon will you use it?



#### **CHALLENGE**

• Just Do It

#### **CALL TO ACTION**

With your new awareness, what do you commit to?

# **ENERGY TANK**



3 concerns Role Model Trio Practice





- What is the amount of mental, emotional and physical energy being spent in each circle?
- What is the impact to your life?
- What is the impact to your ability to lead?
- What is the impact to your confidence?



#### **CHALLENGE**

• Put this worksheet in a spot you can use it daily until you do it so well, you can do it mentally.

### **CALL TO ACTION**

With your new awareness, what do you commit to?

#### **EQ Assessment**

### **Style Under Stress**



# EMOTIONAL INTELLIGENCE



# EMOTIONAL INTELLIGENCE

The ability of an individual to deal successfully with other people, to manage one's self, motivate other people, understand one's own feelings and appropriately respond to the everyday environment. emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions.

Source: www.danielgoleman.com

# EMOTIONAL INTELLIGENCE

#### Daniel Goleman's Emotional Intelligence Competencies Model



# EMOTIONAL INTELLIGENCE – LEARNED ?



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- Where are your lows and your highs?
- Do you see it?



#### **CHALLENGE**

- Pay attention to your Emotional Intelligence from this point forward.
- Ask, a trusted person, to help you see it.

#### **CALL TO ACTION**

With your new awareness, what do you commit to?

## **CRUCIAL CONVERSATIONS**



All content of this presentation, unless designated CHOICES Coaching and Consulting (Krista Morrissey), is from 'Crucial Conversations' by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, 2002.

#### 'My' Crucial Conversation Outline

'My'

**Crucial Conversation** 

Impacts the quality of my life.....

#### 'Silence Kills'

#### **Crucial Conversations**

Have a

#### **HUGE impact on our quality of life!**

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## **CRUCIAL CONVERSATION**

A discussion between two or more people where (1) stakes are high, (2) opinions vary, and (3) emotions run strong.

### **CRUCIAL versus VANILLA**



**High Stakes** 

## WE HAVE 3 CHOICES

- Avoid
- Face them and handle them poorly
- Face them and handle them well



A brain drunk on adrenaline and almost incapable of rational thought

'We argued that the root cause of many – if not most – Human Problems lies in how people behave when others disagree with them about high-stakes, emotional issues.

We suggested that <u>dramatic improvements</u> in organizational performance were possible if people learned the skills routinely practiced by those who have found a way to master these high-stakes, "crucial" moments.'

# IT'S HOW WE ARGUE THAT MATTERS

Most leaders look at provers or systems or they restructure. These non-they can changes fail more than they succeed.

The real problem is employee behavior.

The path to high productivity passes not through a static system but through face to face conversations.

Complete The Conversation Planner 'Get Unstuck' (questions 1, 2)

# 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action



- What do I really want for myself?
- What do I really want for others?
- What do I really want for the relationship?

*"If you can't get yourself right, you'll have a hard time getting dialogue right."* 

## 'SUCKER'S CHOICE'

- Strategy to keep us off track
- Behavior Justification: We are caught between two distasteful options

Be honest and attack my spouse OR be kind and withhold he truth

*Either this stops OR I quit the project* 

Disagree with the boss and be shot for it OR remain silent, starve the knowledge pool and keep my job

### AVOID 'SUCKER'S CHOICE'

- 1. What do I really want?
- 2. What do I really <u>not</u> want?
- 3. Present your brain with a more complex problem through 'and.'

Be honest and attack my spouse **OR** be kind and withhold the truth

#### Is there a way to talk honestly with my spouse and not get into an argument?

Disagree with the boss and be shot for it **OR** remain silent, starve the knowledge pool and keep my job

Is there a way to share my opinion while adding to the pool of knowledge and not insult my boss?



- What do I really want for myself?
- What do I really want for others?
- What do I really want for the relationship?

*"If you can't get yourself right, you'll have a hard time getting dialogue right."* 

Complete The Conversation Planner 'Start With The Heart'
## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action

Take The 'Style Under Stress' Assessment

### WHICH DO YOU CHOOSE?



#### Silence or Violence



Winning Punishing Keeping Peace

### WHAT DID YOU GROW UP WITH?

What forms of communication did you grow up with?

How often do those forms come naturally do you?

Start with you!

### LEARN TO LOOK



# What are the signs a conversation has gone from harmless to crucial?

## STYLE UNDER STRESS



Mutual Purpose Mutual Respect

#### ✓ How frequently you use

✓ What will you do about your style?

## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action

### MAKE IT SAFE

Step Out

Make it Safe

Step Back In



## STEP OUT

- Step out of the content of the conversation. Don't get stuck in what's being said!
- Look for safety Which condition is at risk?

## WHICH CONDITION OF SAFETY IS AT RISK?

### **Mutual Purpose:**

- Do others believe you care about their goals in this conversation?
- Do they trust your motives?

What do I really want for myself? What do I really want for others? What do I really want for the relationship?

### **Mutual Respect:**

- Do others believe you respect them?
- How do they know?

## MAKE IT SAFE

- Apologize when appropriate; a mistake that hurt others
- Contrast when others hear what you're saying as bigger or worse than we intend (context & proportion)
- CRIB to get to Mutual Purpose from cross purposes

**Stop Focusing on Who Thinks What !** 

Commit to see mutual purpose

**R**ecognize the purpose behind the strategy

Invent a mutual purpose

Brainstorm new strategies

### STEP BACK IN

When safety is restored, return to the issue at hand and continue to dialogue

Which conditions were at risk in your conversation?

### What could you have done?



## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
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### MASTER MY STORY

How to stay in dialogue when you are angry, scared or hurt

## EMOTIONS DON'T JUST HAPPEN

### They don't just settle upon you like a fog. They are not fostered by others You create your emotions

### 2. Once created you can...

Act on them Be acted on by them

## Stories create feelings

Stories provide our rationale for what is going on – They are our interpretations of the facts



It is our stories that drive emotions, not other people's actions

The Path to Action; Patterson, Grenny, McMillan, Switzler, Crucial Conversations, 2012

### RETRACE OUR PATH

SKILLS FOR MASTERING OUR STORIES



The Path to Action; Patterson, Grenny, McMillan, Switzler, Crucial Conversations, 2012

### **CLEVER STORIES**

### Get us off the hook

### Keep us from acknowledging our own sellouts

Helpless: 'There is nothing else I can do.'

Victim: 'It's not my fault.'

Villain: "It's all your fault.'

## TELL THE REST OF THE STORY

### **ASK...**

- Am I pretending not to notice my role in the problem?
- Why would a reasonable, rational, and decent person do this?
- What do I really want?
- What would I do right now if I really wanted these results?

Complete The Conversation Planner Master My Stories (questions 1, 2)

## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action

### NOW YOU OPEN YOUR MOUTH YIKES!!!



### When stakes rise and emotions kick in, *that's* when we open our mouths and don't do so well.

### 'STATE' MY PATH

### How to speak persuasively, NOT abrasively WHEN



## 'STATE' MY PATH



Complete The Conversation Planner 'STATE' My Path And Make It Safe

## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action

### HOW TO LISTEN WHEN...



### **BLOW UP!**



### CLAM UP!

## EXPLORE OTHER'S PATHS



An Attitude of curiosity and patience

Understanding doesn't mean agreement

Complete The Conversation Planner Explore Others' Paths

## 7 STEPS

- 1. Start with Heart
- 2. Learn to Look
- 3. Make It Safe
- 4. Master My Stories
- 5. STATE My Path
- 6. Explore Others' Paths
- 7. Move to Action

### CRUCIAL CONVERSATIONS

- Who?
- Does What?
- By When?
- How will you follow up?

## **ACTION & RESULTS**

Complete The Conversation Planner Move to Action











- What do I really want for myself?
- What do I really want for others?
- What do I really want for the relationship?

*"If you can't get yourself right, you'll have a hard time getting dialogue right."* 

100% of customers, clients and employees are people!

You must understand people. It is not your product, your marketing or your design. If you don't understand people, you don't understand business.

We are social animals, we are human beings and our survival depends on our ability to form trusting relationships.

Simon Sinek, Ted Talk 2014



• How will you change how you have crucial conversations?



### **CHALLENGE**

• Have the crucial conversation you have been avoiding, before Day 3.

### **CALL TO ACTION**

With your new awareness, what do you commit to?



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