THE BRAIN AT WORK: COLLABORATIVE CONVERSATIONS THAT DRIVE POSITIVE CHANGE

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Introduction - The What

TOPICS

- 1. Effective Communication & Coaching
- 2. Foundational Skills
- 3. Brain Science
- 4. Results Coaching





Introduction - The How

- ✓ Discussions
- ✓Group Activities
- ✓ Your Active Participation
- ✓Video Demo
- ✓ PowerPoint Includes References, Additional Resources
 ✓ Supplement- " " " " "

So your learning does not need to stop today!

Introduction – The Why

"If you keep on doing what you've always done, you'll keep on getting what you've always got."



"If you want a future distinct from your past, you have to ask different questions and have different conversations."

- W.L. Bateman

- Peter Block

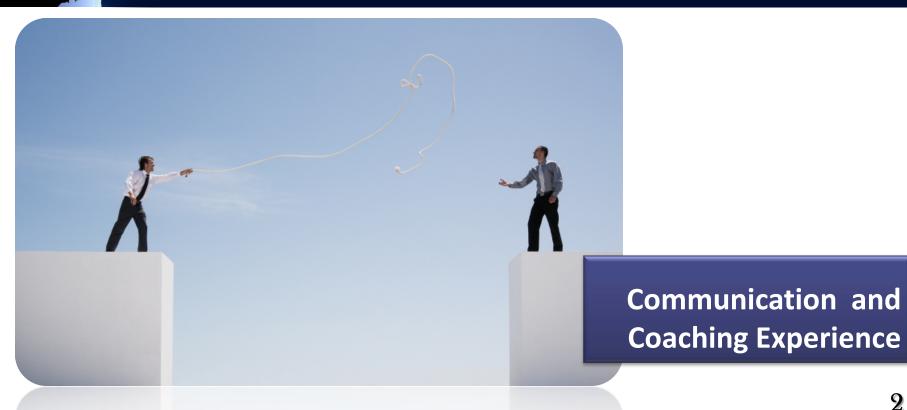


Introduction: Management Paradigm

Ordinary: I manage best by telling people what to do, how to solve their problems and develop their potential.

Extraordinary: I manage best by helping people discover what they need to do and facilitate finding their own ideas, solutions and new actions for solving their problems and developing their potential.

Introduction: Activity



Introduction

"A leader's fundamental role is to influence people to achieve goals and the manager's role is to make sure actions are implemented in support of goals."

-Paul Hersey

Introduction: Being Intentional

While no single conversation is guaranteed to change the trajectory of a career, a company, a relationship or a life —

any single conversation can.



Subjects

- ✓ Effective Coaching and Communicating Competencies
- ✓ Introduce Facilitative Coaching
- ✓ Coaching and Motivation







Effective coaches have the following skills, the ability to:

- Determine needs
 - Listen for potential
 - Ask questions that promote insights
 - Clarify for meaning
 - Speak with intent
- Set goals

Effective

coaching skills

• Gain accountability



"Facilitating positive change by improving thinking"

"The coach is there to facilitate or to enable. The focus is on change, though a certain type of change-positive, as opposed to deficit-focused change."

-David Rock





A facilitative coach <u>recognizes</u> the employee's work, and asks thinking questions to push them to think about the best way to <u>achieve</u> better results while still holding them <u>responsible</u> for their own performance in every situation.



Importance of Coaching Motivation and Engagement





Activity Two: In Pairs– 5 Minutes

- 1. Discuss the aspects of how you are managed by your current or former leadership that are motivating to you.
- 2. Be prepared to share your answers with the entire group.





Employee Engagement is the extent to which employee commitment, both emotional and intellectual, exists relative to accomplishing the work of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their customers, and for the success of the organization as a whole.



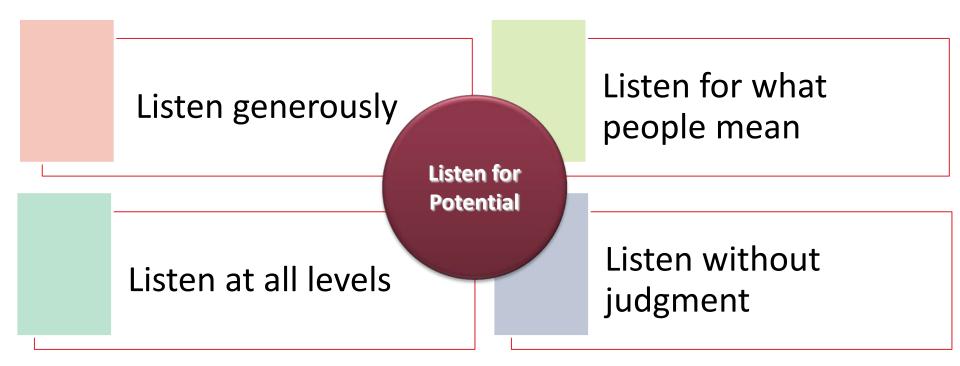
All studies, all locations, and all ages agreed that the **direct relationship** with one's manager is the strongest driver of employee engagement. **Engaged employees outperform unengaged employees by 20-28%.**

Would a 28% increase in productivity make a difference in your organization?

How could coaching impact employee engagement?



- 1. LISTENING FOR POTENTIAL
- 2. SPEAKING WITH INTENT
- 3. MAINTAINING CLARITY OF DISTANCE



Being succinct

Make every word count and cut to the heart of the issue when communicating.

Being specific

Speak

with

Intent

Only being succinct and not specific could cause misunderstanding and confusion. Being specific could help others understand exactly what you mean.

Being generous

Going to the extra effort to make sure the listener totally gets where you are coming from. It means speaking for the listener's benefit rather than for your benefit.

Listen Generously

Requires the manager's **full attention** and trying to view the situation from the **employee's perspective**.

It involves listening without:

- ➢ interrupting
- ➤ reacting

Listening while allowing the employee to develop **their own conclusions and insights.**

Speak Generously

Speaking for the **employee's benefit** rather than for yours:

Concerned how you come across. **Paying attention**, giving employees all your focus.

Acknowledge people with lots of encouragement and validation.

It's recognizing that if you want people to have **big thoughts**, they need to feel safe.

Lesson 2: Foundational Skills

EXAMPLE

Being succinct You were very thorough.

Being specific You were very thorough when working with that customer.

Being generous You were very thorough when working with that customer. Those are the kinds of skills we need in order to best serve our customers. I greatly value you and your effort. Keep up the good work.

Clarity of Distance

To listen from the employees' perspective, without interrupting, reacting and passing judgment, we need to have "Clarity of Distance". Clarity of Distance is when we **put our own biases aside** so we can help our employees see things more clearly from a different vantage point.



"Mindfulness – awareness of the present, non judgment and acceptance is important to a person's reaching his or her potential, ...called potentiating."



"(Mindfulness) Paying attention in the present to one's own thought processes not only helps managers be present but aids their brain development to know themselves better. Thus managers are able to better support employees in becoming more self-aware and selfappreciative."

- David Rock and Linda J. Page



Subjects ✓ SCARF ✓ Brain Facts



- The human brain is a social organ.
- It's physiological and neurological reactions are directly impacted by social interactions.
- The brain experiences the workplace as a social environment.
- How we act and react to our employees determines if we put them in a toward state, where communication and change is positive, or if we put them in an away state where change is resisted and communication is non-productive.



Status Certainty Autonomy Relatedness Fairness

Some Brain Facts.....





Subjects

✓ Approach for Results Coaching
 ✓ The Dance of Insight
 ✓ Action Plans



Results Coaching

Results Coaching is built on a theory for how and why coaching works. It is based on contemporary neuroscience with support from systems theory, change theory, learning theory and positive psychology. This is also called a brain-based approach to coaching.

Results Coaching

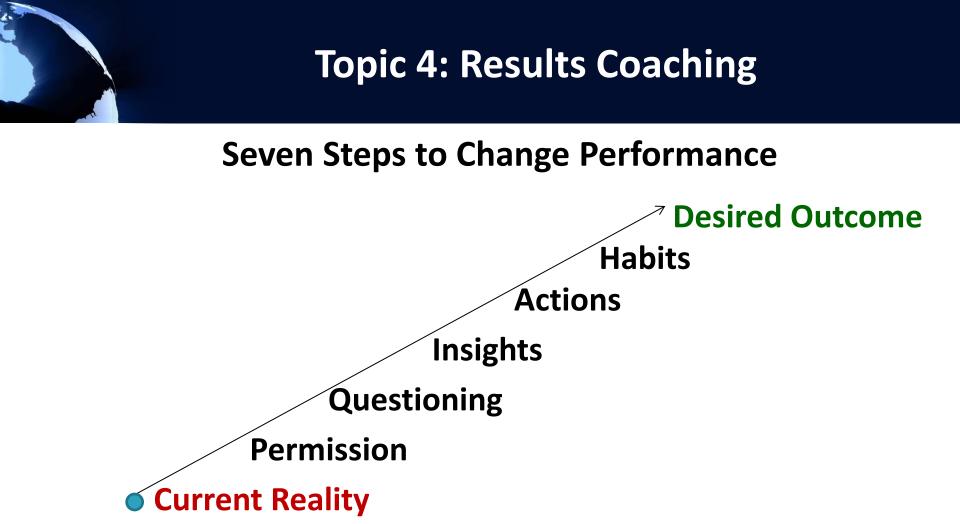
Ensures employees develop the best insights, take ownership of the problems and are accountable for the solutions. It is facilitative coaching that helps drive great performance by helping employees be better thinkers, take new actions and develop new habits.



"Tell me and I'll forget, show me and I may remember, but directly involve me, and I'll make it my own."

- Confucius





Thoughts on Changing Behaviors

Change is viewed often as a threat. Requires significant energy and attention to develop new behaviors.

A facilitative approach helps employees feel less threatened because they are part of the process and therefore are more likely to change.

Managers need to pay attention to employees' change efforts and help employees pay attention to their new behaviors.

Managers' attention is shown by acknowledging good performance (praise) and follow up.

Kegan and Lahey, 2001

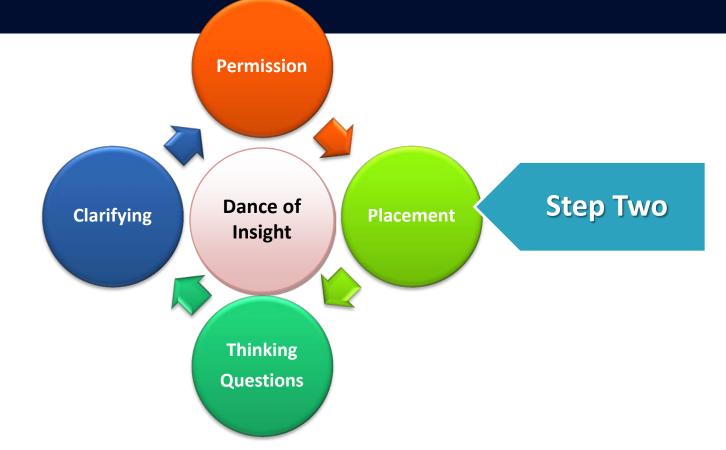


Permission reduces the impact of the threat response, and makes the employee's thinking more effective. Managers asking for permission are giving employees the power of choosing where a conversation goes. Permission puts people on equal footing in regard to the direction of the conversation and helps people feel more comfortable.



Examples

"Are you comfortable talking about this now?" "Would you like to brainstorm ideas with me?" "Are you ready to discuss next steps?" "Would it help you to set a timeline on this?"





Placement is letting someone know exactly where you are in a conversation, what is about to happen and what you are trying to achieve.



With people at the same point in a conversation, they are able to focus on the issue together. It reduces **uncertainty**, which lowers the threat response. Knowing what is happening and where the conversation is going helps people to be fully engaged in the conversation. Placement in the conversation also ensures that both manger and employee have equal status.



Placement helps to take care of:

Setting the scene Timing What they want to focus on Why they want to focus on this What their objective is What your objective is

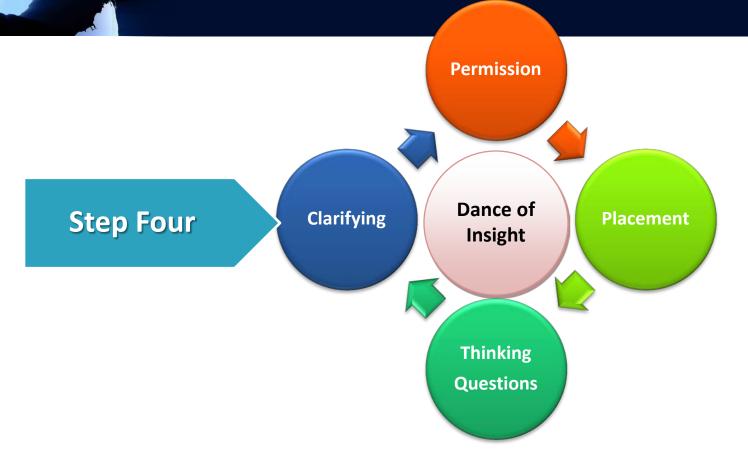


The essence of being a facilitative coach is to ask thinking questions that lead people to think about their dilemma and make new connections by themselves. This can lead to positive change through improved thinking and new habits.



Examples

"How long have you been thinking about this?" "How often do you think about this each day?" "On a scale of 1-10, how important is it for you to find a solution?"





Clarifying is repeating a statement in a way so it is clearer. It helps get to the bottom line in a conversation. Clarifying is saying something back in a way that adds greater value to the employee and to the conversation. It is stating something that wasn't quite said, or wasn't said clearly.

It is voicing the core essence of what is being said.



	What is the person trying to say?
	What are they not saying?
	What is the emotional context inside what they are saying?
	What's "behind" their words – what do they really feel?
	What's the essence of what they are saying?
	What are they saying that they can't hear for themselves?

Demonstration:

Dance of Insight - Please plan to discuss your observations on what you noticed about this approach after the video/demonstration is done.





Collaboration and contingency are 30% of what accounts for a positive outcome of coaching.

✓ Being present,

- \checkmark engaging in collaborative interaction,
- ✓ avoiding judgments,
- \checkmark and giving control

help avoid triggers that may threaten status of an employee and therefore improves their thinking.



Action Plans



Research has shown that people who set goals:

- ✓ Perform better
- Exhibit increased self-confidence
- ✓ Are happier with their performance
- ✓ Suffer less stress and anxiety

Research also shows that effective action plans are:

- Clear
- Realistic
- Accurate
- Focused
- Timely CRAFT actions

8 Communication and Coaching Tools

- **1. Listening for Potential**
- 2. Speak with Intent
- 3. Clarity of Distance
- 4. The Dance of Insight
- 5. Mindfulness
- 6. Name it and Tame it
- 7. Reframe
- 8. Solution Focus versus Problem Focus

Final Thoughts

"We need to give up our desire to find behaviors to fix, and become fascinated with identifying and growing people's strengths, an entirely other discipline."

- David Rock



Final Thoughts

Q&A^{nswers} uestions

References/Additional Resources

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M.D., Siegel, Daniel, "Mindsight: The New Science of Personal Transformation," Bantam Books, 2011

Training: For Information on the course "Coaching: Collaborative Conversations that Drive Positive Change" contact Dave Byers at <u>davbyers@illinois.edu</u>, 217-333-2401 if you are an OBFS employee. All others contact the Center for Training and Professional Development at <u>www.trainingcenter.illinois.edu</u>, 217-333-8342. 10

Conclusion

"Doing the thinking for other people is not just the waste of our own energy; it also gets in the way of other people working out the right answers."

- David Rock



Your Feedback Please

Please complete an session evaluation before you leave.

We greatly appreciate your insights and ideas!



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Thank you for your participation!