



# THE BRAIN AT WORK: CONVERSATIONS THAT DRIVE POSITIVE CHANGE

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# Introduction

*“You don’t need to practice my boy, you need thinkology.”*

Professor Harold Hill, The Music Man





The Problem ←

→ The Solution

*“If you keep on doing what you’ve always done, you’ll keep on getting what you’ve always got.”*

- W.L. Bateman



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

- Peter Block



# Introduction: Managing Paradigm

**Ordinary:** I manage best by telling people what to do and 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

## TOPICS

Effective Coaching  
Foundational Skills  
Brain Science  
Results Coaching



# Introduction: Activity



**Communication and  
Coaching Experience**

# Lesson 1: Effective Coaching

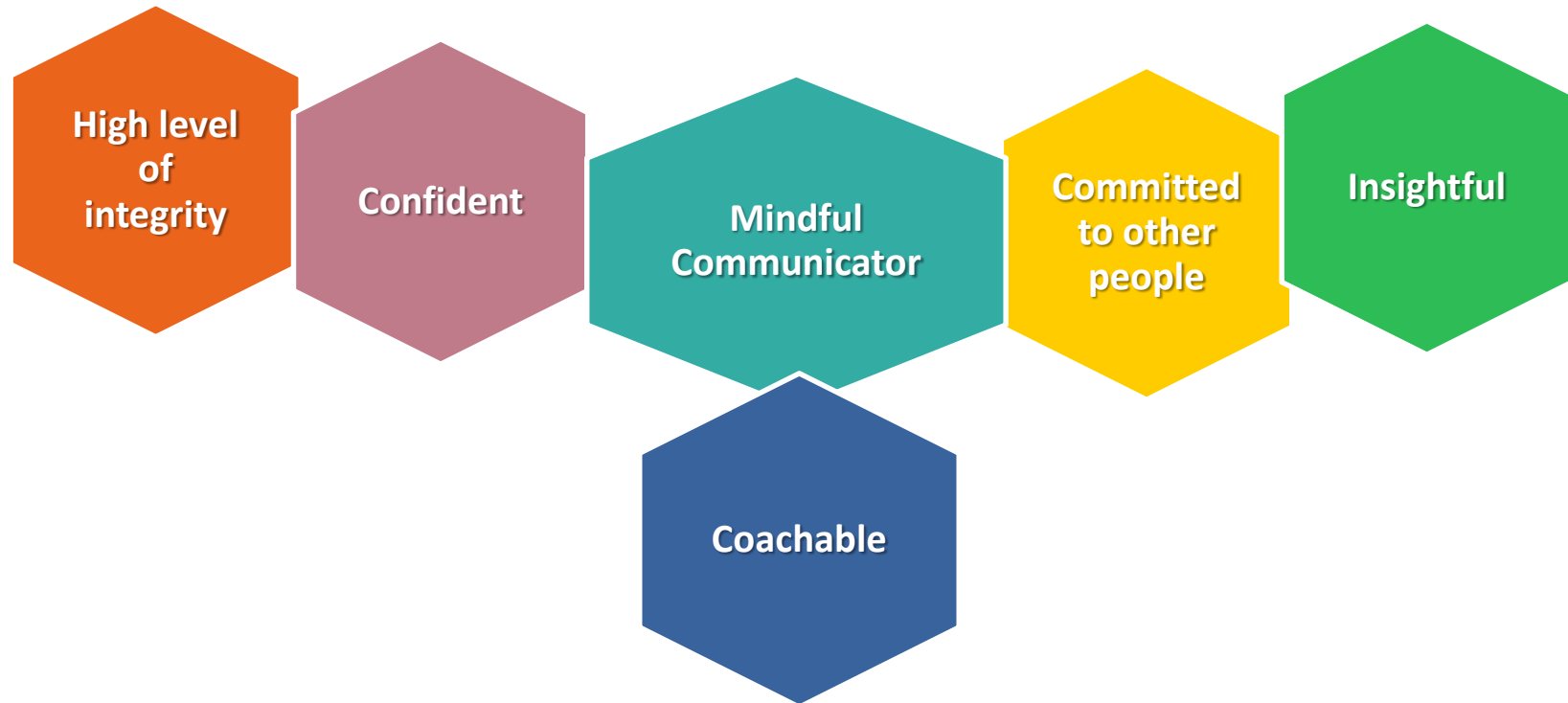
## TOPICS

Effective Coaching Competencies  
Coaching and Motivation





# Lesson 1: Effective Coaching







# Lesson 1: Effective Coaching

Effective coaches have the following skills, the ability to:



**Effective  
coaching skills**

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



# Lesson 1: Effective Coaching

## 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.





# Lesson 1: Effective Coaching

Generally speaking, studies show that employees are motivated by many factors, including:

- ✓ **Recognition for good work**
- ✓ **Personal growth**
- ✓ **Good relationship with their manager**
- ✓ **Achievement**
- ✓ **Career advancement**
- ✓ **A good work environment**
- ✓ **Feeling valued and appreciated**



## Lesson 1: Effective Coaching

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.



## Lesson 1: Effective Coaching

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?



# Lesson 1: Effective Coaching

Generally speaking, studies show that employees are motivated by many factors, including:

- ✓ **Recognition for good work** *(Praise and Coaching)*
- ✓ **Personal growth** *(Praise and Coaching)*
- ✓ **Good relationship with their manager**
- ✓ **Achievement** *(Praise and Coaching)*
- ✓ **Career advancement** *(Praise and Coaching)*
- ✓ **A good work environment**
- ✓ **Feeling valued and appreciated** *(Praise and Coaching)*



## Lesson Two: Foundation Skills



# Lesson 2: Foundational Skills

## TOPICS

Listening

Speaking

Clarity of Distance

Mindfulness







## Lesson 2: Foundational Skills



Listen generously



Listen for what  
people mean



Listen for  
Potential



Listen at all levels



Listen without  
judgment



# Lesson 2: Foundational Skills

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Speak  
with  
Intent

## Being succinct

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

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## Being specific

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

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## 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.***



# Lesson 2: Foundational Skills

## 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.**



## Lesson 2: Foundational Skills

### Clarity of Distance

The ability to see situations more clearly when we are not close to them. Our tendency is to get too close to the details, or be preoccupied with an agenda, or have an emotional connection to an issue, that results in blocking out information. This often leads to an inability to see high-level elements of a situation – in other words, to take a **meta-perspective**.



## Lesson 2: Foundational Skills

### 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.



## Lesson 2: Foundational Skills

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





## Lesson 2: Foundational Skills

*“(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 self-appreciative.”*

*- David Rock and Linda J. Page*







## Lesson 2: Foundational Skills

- Listening for Potential is a choice in every moment – **being intentional**
- Requires a willingness to identify and put aside mental states that could cloud our ability to listen openly – **being mindful**
- We can see more clearly what is going on when we maintain a distance from an issue – **perspective taking**
- *Clarity of Distance* helps us identify what is getting in the way of our natural thinking so we can go back to Listening for Potential
- *Clarity of Distance* helps our self-awareness & ability to impact others



## Lesson 2: Foundational Skills

### Activity Three: Application

1. On your own, record a dilemma on the back of page 3 in your supplement that you can discuss with others.
2. Get into groups of 2: one person shares their dilemma, one practices *Listening for Potential, Maintaining Clarity of Distance and Mindfulness*.
3. Give feedback to the listener and reverse roles after 5 minutes.





## Lesson 3: Brain Science

*“Everything we think and do influences the layout and connections of our brain. Every thought, word, new idea... The upside is that we have an incredible ability to change, an immense capacity for new connections. Our brain is very comfortable making new maps, perhaps you could even say it’s the brain’s favorite activity.”*

– David Rock

# Lesson 4: Results Coaching

## Video Demonstration:

Dance of Insight

Take notes In your guidebook.

We will discuss your observations  
after the video is over.



# Lesson 4: Results Coaching



# Lesson 4: Results Coaching

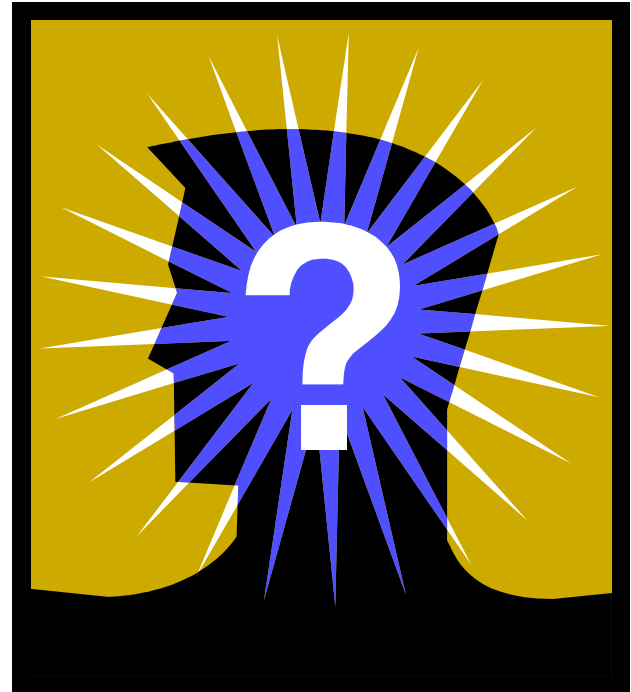
- **Clear**
- **Realistic**
- **Accurate**
- **Focused**
- **Timely**

**CRAFT**  
actions



# Final Thoughts

**Questions  
and Answers**





# 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!**





# References/Additional Resources

**Glaser, Judith E., “Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results,” Bibliomotion Inc., 2014**

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**THE BRAIN AT WORK: CONVERSATIONS  
THAT DRIVE POSITIVE CHANGE**

*Thank you for your  
participation!*