



Keys To Unlocking The Essence Of Leadership



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Surrender to succeed: Transforming the world
one willing leader at a time!

Dr Yvonne Sum

Dr Yvonne Sum CSP ACC transforms leaders of tomorrow ... today. Her presentations (whether one-on-one or to hundreds) help people recognise simple things they may have taken for granted. In doing so, your senses are heightened to better understand yourself and those around you, resulting in more open communications, interesting and counterintuitive learning partnerships, more innovative possibilities, and simple joys.

Yvonne has honed her gift of helping others clarify useful behavioural frameworks across various contexts so that we may choose to easily deploy them in our daily lives. She consistently provokes senior business leaders to 'lose their minds and come to their senses' by integrating their leadership lessons at home successfully back into the work tribe.

Yvonne's breadth of international experience and clientele span across Australia, the USA and Asia Pacific. She has presented alongside Edward de Bono, Howard Gardner, Tony Buzan, David Perkins, Glenn Capelli and Colin James.

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Introduction

Effective leadership involves self-awareness and the ability to develop and maintain constructive relationships. Improving the “essence” of your leadership skills to better understand and respond to followers’ needs and influence others will achieve results for yourself, your team and your organisation or business.

The aim of this Learning Module is to enhance the way that we understand ourselves and our interactions with others. The coaching format used aims to help you review and reflect on you and your leadership so that you may become more aware, aligned and awake to yourself and your environment. This in turn will enable you to become more adaptable, response-able - and more effective.

We will be addressing these questions about your leadership:

1. Why do you want to lead? Understanding the essence of your leadership
2. Why do your followers want you to lead? Knowing what leadership actions to take to understand and engage others
3. How are you adapting to changing contexts? Being sense-able and response-able
4. How are you inspiring as a leader? Losing yourself to empower others

Consider this as an opportunity to have a ‘virtual coach’ asking you questions that you may not have thought of - or may not have taken the time to review and reflect on - and to shine a light on areas that may be off your radar.

Before we go further, let’s start by clarifying our greatest challenge and expected outcome(s):

WHAT IS YOUR GREATEST LEADERSHIP CHALLENGE TODAY?	WHAT OUTCOME(S) DO YOU WANT FROM THIS LEARNING MODULE?

The Current Leadership Landscape - Tribal Leadership

Seminal leadership author Seth Godin defines a tribe as “a group of people connected to one another, connected to a leader, and connected to an idea that inspires their passion”. People by nature are herd animals - we need the company of others. It’s part of our physiological and psychological make-up.

Whilst sometimes we follow because we are told to, the most powerful leadership occurs when we choose to follow someone because they inspire us. This inspiration doesn’t need to be charismatic - it can be based on knowledge, presence, passion, belief and a range of other positive aspects. People are drawn to ideas and the potential these ideas hold.

The problem of fragmenting tribes

Organisations are tribes - but there are also tribes within tribes: The sales tribe; the marketing tribe; the service tribe; etc.

These tribes interact with each other, and connect with a range of external tribes too: The customer tribe; the supplier tribe; the industry tribe; the regulatory tribe; etc.

Then each individual has their own tribal groups which straddle their work and personal life. The family tribe; the sport tribe; the church tribe; young Jenny’s dance class tribe, etc.

There are endless tribes which are important to us, and we move in and out of tribes as our life changes:

- We get a promotion and move from the sales tribe to the management tribe
- We lose a major client and they shift from the customer tribe to the prospect tribe
- We develop an interest in photography, and we start to be involved in a new tribe
- We lose interest in running, so our links to this tribe diminish

These and countless other tribal connections influence our life.

The family tribe at work

Organisations the world over are now applying tribal wisdom to their structure and culture.

CASE STUDY: FLIGHT CENTRE AUSTRALIA

A good example is Flight Centre, one of Australia's most successful travel agency groups, where the workforce is divided into groups that are called 'families', 'villages' and 'tribes'. This encourages employees to think and behave collectively to create consistent high-quality customer experiences.

Under this system, Flight Centre's retail shops and other business units rarely have more than eight people, which encourages family-like respect and personal knowledge. Staff members work with staff of other Flight Centre shops to form a village, and these villages work together in tribes of about 120 people. Rather than go against the grain, Flight Centre taps into this hardwired human behaviour.

In the 2007 Flight Centre Limited Annual Report, a section entitled 'Company vision, purpose and philosophies' expands this concept:

"There is a maximum of 4 and sometimes 5 layers. The village is an unfunded, self-help support group that forms an integral part of our structure.

1. Teams (from 3 - 7 individuals) and Villages (from 3 - 7 teams)
2. Areas (from 10 - 20 teams)
3. Nations (from 8 - 15 areas)
4. Regions / States / Countries (from 4 - 8 nations)
5. Global executive team / Board"



This approach is supported by research undertaken by Nigel Nicholson, Professor of Organisational Behaviour at London Business School, who claims that there is much to be learned from our ancestral anthropology. Applying natural formations of families and tribes in business to ensure natural group sizings can help any business operate more effectively, says Nicholson. We work best in small family-sized groups. We find it difficult to connect with groups of more than around 150.

Tribal leadership

Command and control management will not work with today's tribal mentality. Today, managers must lead.

It has become apparent that leadership that works in today's complex environment has great similarities with leadership that we've traditionally seen in the past in families, tribes and society.

Tribal leadership is a different way of looking at the world. In the context of the tribe, leaders need to understand two critical elements of their leadership.

1. The essence of their leadership

This is what informs the actions of tribal leaders. Their personal essence enables authenticity to thrive.

2. The actions of their leadership

Essence is nothing without action. Tribal leaders actively work to ensure their actions enable their followers to achieve great outcomes and to grow to their full potential.

When these two elements are present, good leadership is possible. And when these two elements are connected by learning partnerships, great leadership is possible. Great leaders hold a clear purpose and vision to inspire their teams to drive it there.

Understanding The Essence Of Leadership

Before we can physically lead in any sense - especially in a tribal sense - we need to be clear about our personal approach to leadership. The essence of our leadership will be the basis on which our leadership will be relevant, effective and valued.

The essence of leadership has four elements. They don't stand alone - and all four need to be present for effective tribal leadership:



Authenticity - It begins with the knowledge of self by the leader and the certainty of the context of their leadership.

Being Present - The ability of the leader to recognise the needs of the followers in varying situations, building trust quickly and relating to people with ease through the art of connection.

Common Sense - Being able to clearly communicate constantly and show enough of the authentic self with skill, to excite the followers towards extraordinary performance.

Inspiration - Courage and adaptability of the leader to energise others to step up towards actualising the common vision through learning partnerships, self reflection and leveraging the experience and knowledge in the greater group to re-integrate self and learning.

Insanity means to 'lose your mind', and has also been defined as "doing the same thing and expecting a different result". In this Learning Module, I am inviting you to 'lose your mind' to the possibilities of new insights, and to 'come to your senses' so you can make intelligent decisions based on the validity of your own observations.

Authenticity - Leading Self And Others In Context

Leadership of any tribe begins with self-awareness in two areas:

1. Our values, strengths and vulnerabilities, and
2. The context in which we lead

Being clear about our values allows us to navigate through challenging situations and be guided by what is core to us. That nucleus of authenticity leads to innovation, resilience and personal development.



Without 'true north' as a guiding compass, the self fractures. In coaching senior business leaders, the common theme is the fragmenting of self - where the head reigns at work, the heart remains at home and spirit is hardly considered. In our time-neurotic society, when do we get time to contemplate the meaning of life beyond day-to-day operations? Let's make time now.

Knowing yourself is key. How are you being authentic and clear of your leadership intention? We try to emulate 'celebrity leaders' - for example Richard Branson, Jack Welch or Nelson Mandela - rather than looking inside ourselves for our own **LEADERSHIP GREATNESS**.

Loosen your mind from what you think you should be, to who you are, as a leader. Here's how to begin:

EXERCISE 1

Reflect on your Values / Life & Business Experiences / Strengths / Vulnerabilities. How well do you know yourself?

VALUES

LIFE & BUSINESS EXPERIENCES

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STRENGTHS	VULNERABILITIES
<p>Review and Reflect (R&R): What was it like to look at self?</p>	

EXERCISE 2	
<p>Review the context of your greatest leadership challenge. Ask yourself:</p>	
WHY DO I WANT TO LEAD? (What excites me?)	WHAT IS MY INTENTION AS A LEADER? (Identify the highest common intention)
<p>R&R: Leadership is hard. How has your awareness of your intention fuelled you further?</p>	

Why do I want to lead?

Imagine yourself in your ideal working environment. Systems are in place, and the business is running like a well-oiled machine. The equipment and technology is state-of-the-art in a setting that simply inspires you. You are in the office for three days of the week - doing only the business and technical procedures you enjoy.

Your clearly defined business vision is shared by your team who continuously work in harmony to realise it. Your team members are top performers in their field who are hand-picked to challenge and support you towards your objectives.

The clients you and your team look forward to serving continue to advocate your esteemed products and services to even more colleagues and business associates like themselves. You have achieved all this in a realistic time frame of 12 months.

What's more - you find time to have an amazing family life where your partner and children co-create a Life Vision that is aligned to your core values and respecting each one's Life Purpose to actualise a joyful partnership of shared learning as we mirror and reflect on each other's actions on our life's journey.

Is all this but a dream? Yes it can remain so, if you leave it floating in the recesses of your mind without any tangible action. However, it can also be realised if you follow a series of simple steps. Come to your senses - to make it happen.

Goals versus outcomes

You may be a person who has set goals all your life. Still, you have inconsistent results. Some goals you reach, and some you don't. Why is this so? The reason lies in the fact that **goals** may be different from **outcomes**.

Here's an example:

When we play basketball, the **goal** of the game is to shoot more balls into the basket than the other team in the allotted time. However, the **outcome** of the game may actually be different for every basketball player.

Some may have the outcome to win, some may be playing just to have a good time, others may be there to get some exercise, another may be playing to entertain, some to score for a personal best, another plays because it's a job.

Aligning members of each team to the one common outcome could be useful so everyone plays for the same reason or motivation.

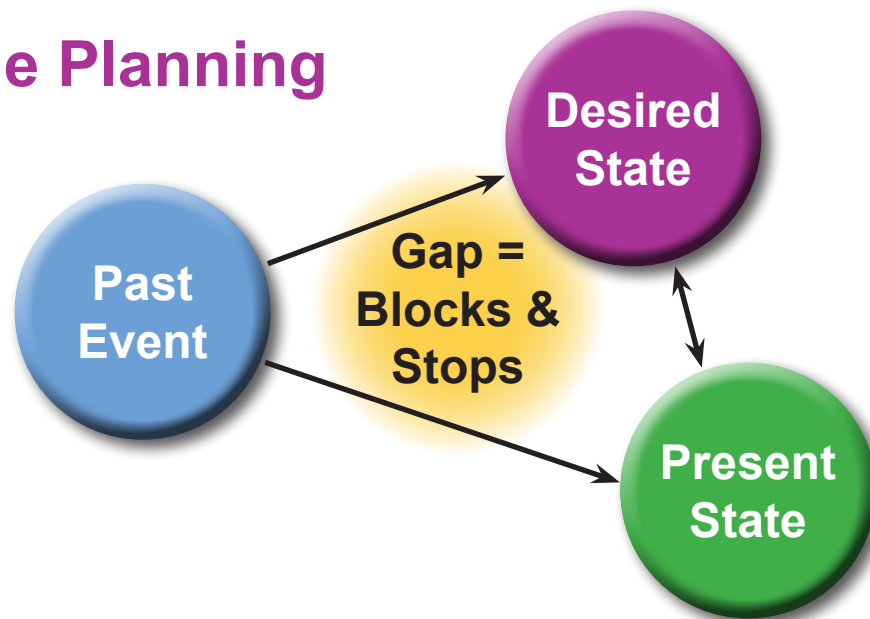
What happens in business? The goal of a business is to stay in business. The outcome of each business may be different - one possible outcome could be to continually increase the % of profits annually, another could be to provide an environment to stimulate innovation to set the benchmarks in the industry, yet another could be for non-profit with the objective of simply providing a service to the community.



Clarifying well-formed outcomes

Outcomes can certainly help us achieve our goals. We will get what we want when we are totally clear of what we want. Our purpose or intention underlying the outcome must also be satisfied. Concrete practical steps then emerge to complete a well-formed Outcome Planning.

Outcome Planning



In well-formed Outcome Planning, there are distinctly four questions you need to address:

1. What do you want? (Desired Outcome)
2. Why do you want it? (For What Purpose)
3. What prevents you from getting it? (Blocks and Stops)
4. What are the actions you need to take? (Action Plan)

Desired Outcome

What do you want? Many people are not aware of what they want. So if you are in that frame of mind, it may be useful to start with what you don't want, and mould an outcome from that.

Remember that outcomes can be changed. So if you are not absolutely sure of what you want, it is useful to have a direction to move in and adjust from there. You may notice that when you start stating what you want, it is often expressed in "fluff" language which is vague, generalised and often unclear. Some examples of "fluff" language when eliciting outcomes include:

- I want to be *highly successful* in business and in life
- My office and my home will be *dynamic, outstanding* and *modern*
- The people closest to me will be *highly skilled, creative* and *motivated*

To get a better understanding, we need to clarify the “fluff”: What does “highly successful” mean to you?

- Is it \$XYZ net profit in one year?
- Is it perhaps a certain percentage increase annually of your gross production?
- Is it being featured in “Time” or “Fortune” magazine cover?
- Maybe it is being featured on the Forbes - equivalent of the Top 100 in your country - or the world?
- Could it be simply doing what you love, with whom you choose to be with, and when you wish to?



We can further “de-fluff” the terms “dynamic”, “outstanding”, “modern”, “highly skilled”, “creative” and “motivated” through a series of quality questions to get to the tangible sensate specifics of what was actually meant by nominating those words.

For example:

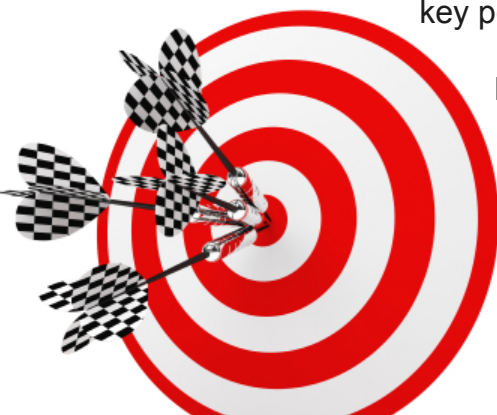
You are planning to build a house. The more ideas you can get across to your architect, the higher the likelihood of designing the “right” house for you. If you just say, “Build me a house” - what are the chances that the architect’s thoughts are anywhere near what you have in mind?

If you described it in more detail: say, a triple storey stand alone mansion, 6 bedrooms with contemporary built-ins, 4 bathrooms, quadruple lock-up garage, sandstone exterior, airy open plan naturally-lit interiors, using as much natural wood, stone, glass as is possible, a low maintenance garden of local shrubbery, within a ballpark of \$900,000 to be completed in 10 months ... you are starting to get closer to what you intend.

What do you want? It is important to start with the “big picture” (usually “fluff”) and work down to the details. The more specific, tangible and concrete your details, the more likely you will achieve the Desired Outcome. It is a good idea to set a time line and some benchmarks for key performance indicators (KPIs) in setting out the details.

How will you know when you have realised your Desired Outcome? What will you see? How will you feel? What will you hear? Can you really define the sweet smell of success and the taste of achievement? It is vital to define an end point.

In the example about the house, your KPIs for your Desired Outcome may involve the following:



I see myself and my family moving into the house and we feel so excited as if it was a dream come true as we touch the walls, see the brightness and colours of the interior exactly as we expected in all the rooms, hear the exclamations of delight of every member of the family and the bubbling of the water fountain in the garden, and smell the fragrance of the gardenias blooming mixed with the aroma of the fresh-mown lawn, as we sit down to taste the first barbecue in the backyard.

So often people can keep working towards something and not even realise when they have arrived! Make sure you can make a movie in your mind of that Desired Outcome and relate it as a story so somebody else can clearly experience it like you said!

For What Purpose

This is the ultimate reason or motivation that will drive you to obtain the Desired Outcome. It is important to become conscious of **why you want what you want**.

If the outcome is not self-determined, is based on someone else's success or is driven by external factors rather than a reason for yourself, it is possible that you can become demotivated or disinterested and thus lose the drive to achieve and complete the outcome.

Let's break down your Desired Outcome:

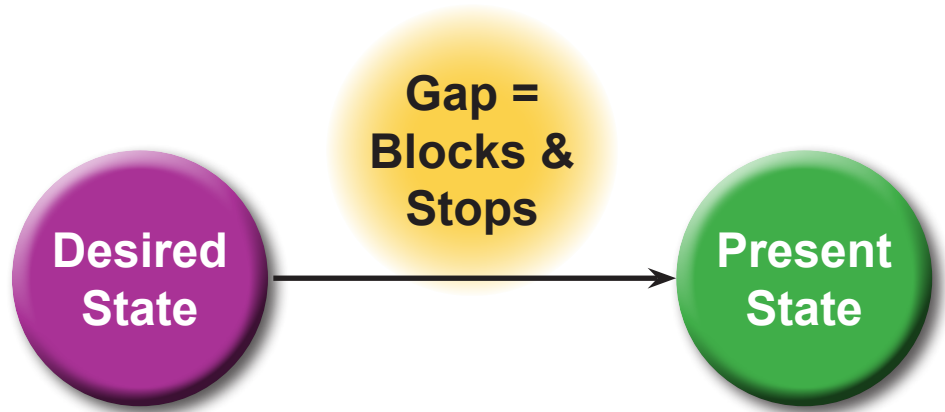
DESIRED OUTCOME	
In the context of running your business, your Desired Outcome is to "be the celebrity business systems multimedia expert" and to position yourself as the authority in the public's eye in that respect. (Assume that this Desired Outcome has been de-fluffed.)	
QUESTION	ANSWER
For what purpose?	Because you want to inspire the public that once systems are in place, anybody can do business successfully
Why do you wish to inspire the public in this manner?	Because it gives you satisfaction
What does satisfaction give you?	A sense of fulfillment
What does fulfillment give you?	You feel you are doing what you really want to do
YOUR PURPOSE	
In this example - it is the fulfillment of doing what you want to do which is your purpose.	

The aim is for you to get to the bottom of what you think *really* drives you to get your Desired Outcome. It has to be compelling for **YOU** and nobody else. Without the energy of that compelling purpose, the Desired Outcome becomes harder to achieve.

Blocks and stops

If you are so clear of what you want, why haven't you got it yet?

A useful contrast is to paint an honest picture of where you are right now (Present Situation) and compare it to where you want to go (Desired Outcome). Analysing the difference or gap between the two scenarios will give you a good indication of what may be preventing or blocking you from getting your Desired Outcome.



The gap analysis



Think of all the possible blocks, resistance or obstacles that have or may come up which could stop you manifesting your Desired Outcome. It may be quite useful to get other perspectives from trusted friends or colleagues with this one.

Sometimes we have beliefs, family conditioning, environmental conditions that flavour our thoughts, beliefs and behaviour. When we become aware of them, we are able to make more conscious choices as to what we want to do about them.

Think about what beliefs or values which may sabotage or support you towards realising your Desired Outcome. Some common beliefs that hold us back may include:

- “I am too old to learn new skills”
- “I am too young to set up my own business”
- “I cannot do this because I do not have a University degree”

Being aware is the first step. Then it's working out how to deal with these. Essentially, how to lose your mind as you know it to install a more empowering one.

Project yourself into the future and assess whether there are any implications that may occur, that need to be factored in now. What can come up is, say, blindness to travel requirements, time away from family, pressure, reactions of others, need time and effort to upskill. When these implications are discussed, the decisions and choices can be made more clearly.

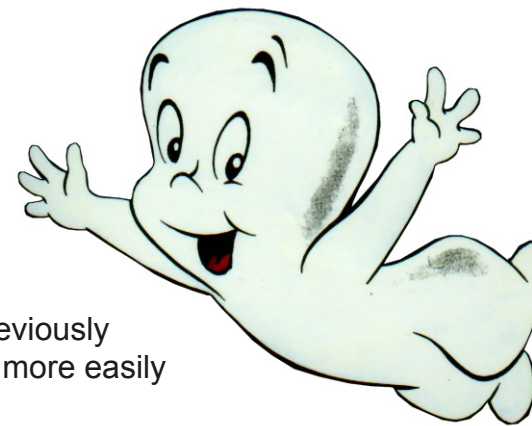
What about the resources that you may require to obtain your Desired Outcome? Do you possess them already? Or do you need to seek them out? Get this as clear and precise as possible. “De-fluff” your thoughts on the best resources.

For example, you may say “I need a mentor”. Ask:

- With what qualities?
- How would you like them to mentor you?
- Do you have someone in mind?
- How can you engage them as your mentor?
- Do you want it as a formal or informal process?

This is a process of “Calling out the Ghosts”. When you exorcise them and they are out in the open light, they are no longer scary. Like dragons in myths, if we can call them by name, we can tame them.

So get a handle of your fears and name those things that have previously been a barrier to your Desired Outcome, and notice how they are more easily surmountable than you have thought.



Formulating the Action Plan

What are the steps that can be taken? Often we fall into the trap of making the first step too large and never get started. Be sure to chunk them into sizes that are easy to accomplish. Make it real. Literally, come to your senses.

For the practical Action Plan to emerge, you may need to address the following:

- What are you prepared to do?
- In what time-frame?
- To what standard?
- What is the evidence procedure (KPIs again!) that this action is working?
- How do you hold yourself accountable to follow through?
- Do you need an “external” person to coach you through it or follow you up?
- Are there any priorities to this Action Plan?
- What is the first step?

Applications in other contexts

By now, you are probably aware that Outcome Planning does not just mean Strategic Planning for your business.

The next time you are designing a customised service plan for your client, why not consider going through the steps in well-formed Outcome Planning?

DESIRED OUTCOME:	Work out what you and your client mutually desire. De-fluff the details to get to the most tangible specifics (for example, what specifically does “good quality service” mean?)
PURPOSE:	For what common purpose will the provision of the service be driven
BLOCKS & STOPS:	Conduct a gap analysis to show up the blocks and stops - work out thoughts, beliefs and behaviours that may not be supporting them. Define some resources (for example, extended payment plan, after hours service, ways to manage unforeseen issues as they come up) that will best serve the client
ACTION PLAN:	Formulate the action plan - which is essentially the Service Plan

What about your personal life? Imagine how you could do Outcome Planning in your own career:

DESIRED OUTCOME:	Where do you really want to be doing X years from now? Define how your place of work is and where specifically. What exactly is the nature of your contribution? How many days in the year are you working? What and how are you remunerated?
PURPOSE:	Why do you want this? Be totally honest of what will give you maximum satisfaction and allow for maximum contribution
BLOCKS & STOPS:	Define your Present Situation and compare with your Desired outcome. What’s stopping you? Are there trusted friends and family who can help you get more perspective here? What resources will best serve you? Do you need a career planning professional?
ACTION PLAN:	Are you doing anything now to get there? If so, what is your first step?



Have you also considered working out what you really want in your health - intellectually, emotionally, physically, spiritually? Have you clearly enunciated what you desire in your relationships - spouse, children, business network?

When coaching my executive and professional clients, I have certainly found that whilst I was hired to develop their career or enhance performance at work, ultimately it is the personal issues of the home that form breakthrough areas. We do not leave our family values at home when we get to work. So have you thought about Outcome Planning your Family Vision?

The more you are conscious of clarifying what you want and how you deal with it in different contexts from day to day, the more you will notice the transformation in your self leadership of being who you are when relating to colleagues, business associates, team members, clients, acquaintances, friends, family and all those meaningful people in both your life.

Enjoy. I know your life will never be the same again. That is truly the magic of outcome planning. It can help you distil the true purpose of why you want what you want - and a plan to get it.

EXERCISE 3

What do you want (specifically) in your current leadership role? Why do you want to lead? (This will provide the fuel to propel you forward - and it has to be congruent to you, and self-initiated and maintained). What is preventing you from getting there? What resources do you seek, and steps can you make to get there?

Most importantly, what is the FIRST or NEXT step you need to take with this awareness?

DESIRED OUTCOME:

What do I want specifically in my current leadership role?

PURPOSE:

Why do I want it?

BLOCKS & STOPS:

What prevents me from getting it?

RESOURCES:

What will help me get it?

ACTION PLAN:

How do I go get it?

MY FIRST STEP IS:

R&R: It may be useful to reflect on this with your coach or someone that you trust - who can help you hold the space to keep some objectivity - as you work through the process. The key to working with another person, is they have a different viewpoint from you - and can ask you questions from their world view that is likely to be different from yours.

This is how they can add tremendous value - by stretching your Familiarity Zone into new Learning / Possibility Zones. If it is uncomfortable - that's good. You are at the frontiers of your thinking. If it isn't - you are still in your Familiarity Zone.

So - if you want to lose your mind to more possibilities - get uncomfortable. Your senses will then be put on full alert - and you will see, hear, feel, even smell and taste your environment better.

Role modeling leading a great life according to us - while supporting others to live theirs - leaves a legacy where our tribe seek to live a life of purpose, vision and values that is true to them.

If role models do, by example, leave such a legacy, then it must be that they respect themselves as well as others. Let's examine what respect, and hence building trust, means.

Being Present - Opening Up To Observe And Understand

Understanding self is critical to effective leadership - and so is the ability to understand others. Leadership is relational and is only effective when the leader gets inside the head and heart of their followers, and understands each team member's unique situation.

A leader needs to be like a chameleon. They need to understand their relational environment and adapt to each situation to meet the needs of their team. To relate effectively to followers, every leader needs to do three things:

1. **Be present** - To be mindful of others
2. **Be sense-able** - To see and hear others communicate their truth, and
3. **Be response-able** - To show enough of self through the right channel to communicate with care; and to match the context with the appropriate 'colour' to engage the hearts and minds towards a common purpose or vision, without compromising their own leader's truth



The consequence of lack of presence is fractured relationships and fragmented tribes. We see this played out with leaders and team members from different generations or cultures.

Organisations will find themselves in a curious position over the next several years. As Baby Boomers slowly step out of full-time posts, Generation X will take on the highest executive roles and will have not only a very dissimilar cohort to oversee in its juniors, but also the unprecedented challenge of managing its lingering elders. The generation in charge will need to manage a workforce with which it is fundamentally out of step, and will have to learn how to 'see' their followers more effectively.

Again this is about tribal leadership - finding ways to stay connected to the same passionate purpose.

Be present

Knowing others means to step into the world (shoes) of your tribe member and view / feel / hear it from their perspective. Trust can only begin when one feels understood. Like people like one another. When we feel understood, then we are willing to take the risk to be led to newer experiences or contexts.

Now that you have loosened your mind to possibilities for you, come to your senses and observe what others may need for you to connect with them.

EXERCISE 4

Reflect on the following regarding your tribe members. What are the Values / Life & Business Experiences / Strengths / Vulnerabilities of your tribe members?

VALUES	LIFE & BUSINESS EXPERIENCES
STRENGTHS	VULNERABILITIES
<p>R&R: How well do you know those you lead?</p>	

Be sense-able

Are you ‘reading’ your team well enough to see and hear who they are and what they need? If you are uncomfortable about how little you know about your team. That’s great. You are beginning to want to learn more about them. Welcome to the Learning Zone.

Pace and Lead - The Dance of Rapport



Rapport building is the most powerful skill set you can have as a leader.

Imagine you have a consistent set of procedures at your fingertips to win any argument, and still be liked. Negotiate any deal, get what you want, and still have a good relationship with the other party. Persuade and influence with integrity. Communicate with ease, eloquence and elegance.

Rapport is the most important component of Neuro-Linguistic Programming (NLP). You can be technically competent at NLP, however, if you are unable to build and maintain a relationship with the people you are relating to, it will be difficult to build trust and respect. NLP without

rapport is like a sailing boat without wind. You may have the vessel, but it is unlikely to get where you are planning to go.

A big part of what business leaders do is building relationships with those they lead. No matter how superior our positional authority or technical expertise is, we are ultimately people dealing with other people. Unless we are in rapport with others, they are unlikely to take our advice. Isn't it your experience that we don't like taking guidance unless it is from a friend, a trusted colleague or a professional we respect and like?

Building rapport between people in any relationship can be defined as trust, being on the same wavelength or respect. If it is not happening 'naturally' then it may be necessary to systematically build rapport.

Rapport occurs through building similarities at the unconscious level. This means that you are looking for similarities in their needs, behaviours, business or personal qualities that can be drawn upon to show the 'connection' between you. Obvious attempts to build rapport could be seen as mimicking, insincerity or condescending.

This in turn can break rapport and create an atmosphere of distrust and suspicion. It is necessary to use the process of rapport building so that the other person is unaware that you are doing anything that could make them aware you are 'trying' hard to get along.

I wonder if you can remember a time when there was a salesperson who tried so hard to build rapport by agreeing with you so overtly that you became suspicious and irritated. Rapport is a natural process which occurs without conscious attention between good friends, close allies and comfortable acquaintances. We do not need to use conscious rapport building techniques when all is well and the conversation and interpersonal relating is operating with high quality.



Rapport building skills are needed when the relationship is not going well; when you disagree with them; when they are different to you; when there appears to be nothing in common. Rapport building skills are a must when you don't 'like' the person. Ever had customers, colleagues, managers, family members (such as the stereotypical Mother-In-Law), that fit this bill?

Before applying the following extremely effective rapport building tools, it is necessary to check that you have an **intention to build rapport** with the other person. If there is no intention to 'get along', rapport building will not work because the intention is counter productive to your actions.

People who are like each other, like each other.

People who don't like each other, have their attention on the difference between each other. Perhaps that's why there are so many "mother-in-law" stories on this exact point!

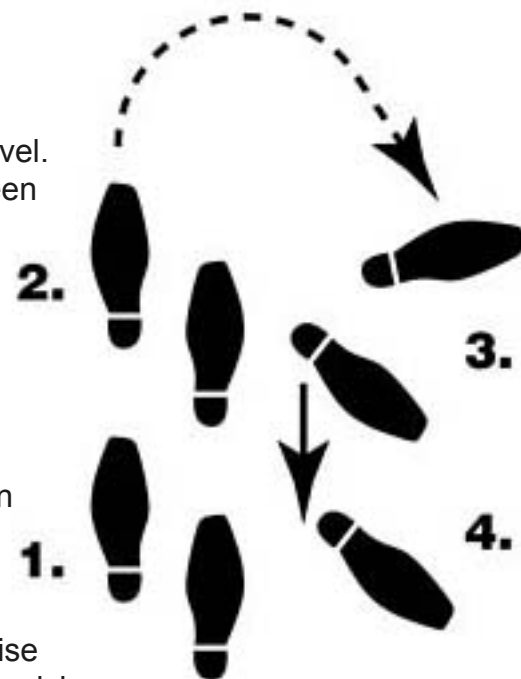
The process of rapport building involves **pacing and leading**.

Pacing

Pacing is the process of building similarities at an unconscious level. It is the process of establishing the 'bridge' of commonality between two or more people, and must be done outside the conscious awareness of the other person. Pacing needs to be done with an intention of respect and honouring the other person. In order to pace another person, the behaviour of matching and mirroring is used.

To just pace would create rapport between two or more people. However, it does not allow for a relationship to move or develop in any particular direction.

For example, at work, you may have paced your team members well and they feel you understand them. However, you do not utilise this rapport to directionalise and guide them towards the business vision. So they continue to do exactly what they like and you feel awful because you have pleased everybody else but yourself. To develop or take the relationship in a particular direction, leading needs to occur. The test of rapport is when they follow your lead.



Leading

Leading is changing your behaviour so the other person follows. Rapport needs to be established before leading will be effective. You cannot lead someone over a bridge before first building it.

If the other person does not follow your lead, then it is an indication of insufficient pacing. Any resistance is a sign of insufficient rapport. For instance, if you have not established enough pacing, you will notice the customer raising many objections to your proposed plan for delivery of product or service options.

Reading it and keeping it cerebral is not useful. Just jump in and try one bit at a time. What is the worst thing that can happen? You will learn something!

HOW TO BUILD RAPPORT

The outcome of mastering the art of pacing will be the ability to establish rapport with whomever you choose. It is extremely important to be graceful and respectful in your pacing so that what you are doing does not come into the conscious awareness of the other person.

PHYSICAL PACING

Whole body matching	Adjust entire body to match other person
Part body matching	Pacing only part of body to match a part of theirs
Half body matching	Match upper or lower portion of other person's body
Gestures	Own graceful movements to match other person's gestures
Breathing	Adjust own breathing to be in sync with other person
Head / shoulders angle	Match characteristic poses other person offers
Facial expression	Match other person using face, eg. wrinkles nose, puckers lips, raise eyebrows
Personal space	Note distance other person 'comfortable' with

VOCAL PACING

Vocal qualities	Match tonality, tempo, volume and intensity of voice
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'MODEL OF THE WORLD' PACING

Common ground	Finding content in common in conversation
Ideas	Supporting ideas that come up and allow them to own them

LANGUAGE PACING

Repetitive phrasing	Match own language; the repeated phrases of other person
Representational systems	Detect and match own language to primary sensory (visual, auditory, kinesthetic) predicates of other person. For example, highly visual person uses words like "look, see, clear, vision, imagine, bright, shiny". Kinesthetic person prefers "feel, handle, grasp, touch base".

ADVANCED PACING

Crossover mirroring	Using one aspect of your behaviour to match a different aspect of other person's. For example, adjusting your voice tempo to match rhythm of person's breathing; pacing eye blinks with your finger or head nods, pacing voice tempo with head nods, etc.
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The more you apply some of these ideas day-to-day, the quicker you will notice the transformation in your people management skills

EXERCISE 5

Review your greatest challenge as a leader. Have you noticed: What gets them excited to support you overcome this? What gets them disempowered? What can you do to meet your followers' needs?

Suggestion: Provide feedback that leverages each person's talents or uniqueness. Connect people's efforts to the Higher Purpose or the Vision.

R&R: Without losing your authenticity, how are you 'showing' yourself to them so they feel understood and respected in your commitment to them?

Suggestion: Find opportunities to share life experiences and link to their Values. Show Allowable Weaknesses so your tribe member(s) can step up to be significant. Again, step into your Learning Zone.

Be response-able

Once you know your tribe enough, you can use the right channel of communication to be on the same wavelength as they are. Do you know and show yourself - enough?

EXERCISE 6

Ask yourself: “How do I express my passion to lead them to the Vision? (in other words: How to Pass ‘I’ on?)”.

Suggestion: If you are getting pushback, it could be that they do not feel understood enough. Resistance is the sign of insufficient pacing. Go back to Exercise 4 to review what you may need to do to gain trust and respect before pushing forward with the Vision.

R&R: What are you “Role modeling” in expressing and realising your Passion as a leader? (Your own ‘battery’ needs to be charged in order to ignite it in others)


Other actions to consider:

1. “What is your purpose in life?” How and where does your purpose differ from that of your tribe?
2. As you get clearer on your Vision and the milestones to get there, what are you learning about the Vision of each individual in your tribe? How are you partnering to support each other’s Vision? If there is any conflict, how are you tweaking to make it win-win? Can everyone partner and align towards a compelling ‘Tribal Vision’?
3. If you are already aware of each other’s values, how similar and different are they amongst each other? How are you each satisfying them, and supporting one another in doing so? How are you learning to partner with one another to do so?

Common Sense - Stepping Back To Strategise Before Acting

Common sense can be sadly uncommon, resulting in poor relationships and below average results. Common sense requires the leader to apply a degree of intelligence in relation to the performance of their team members in three ways.

1. **Being insightful** means understanding the leadership environment - and then being able to consider and analyse the implications of this situation in relation to the organisation, the individual team members and the diverse array of other stakeholders.
2. **Being strategic** means being able to picture a future and to objectively focus, plan and guide team members to build actions which will realise this future. Try being a 'quiet leader' using more coaching questions to help your team think better.
3. **Being tactical** means converting insight and strategy into meaningful actions to achieve organisation, team and individual goals. It means being flexible to respond and adapt to individual needs and changing circumstances while not losing sight of longer term commercial outcomes.



sense-able
apply yourself
think of others

Common sense

Being insightful

One can get quite emotional in defending one's position particularly when there is potential conflict. How clear are you about your thinking or feeling in relation to those of your tribe in any situation? Can you step back with impartiality and glean data with no judgment that you could have missed in the context when you were in the thick of emotions?

In their best-selling book "Why Should Anyone Be Led By You?" (the question that when asked in a boardroom has often silenced those present), Goffee & Jones wrote about authentic leadership as being yourself enough and meeting the needs of your followers. It may be in the context of business we are speaking of these authentic leadership foundations - but isn't this what parenting is also about? This is truly about how to keep the tribe interested to be together.

Goffee and Jones speak of the "Authentic Chameleon" - where a leader in relating to the followers is constantly present, situationally sensing to find the right channel to communicate with care, matching the context with the appropriate 'colour' to engage the hearts and minds towards a common purpose or vision, without changing who s/he truly is.

Sounds simple enough? Goffee and Jones propose that leadership is hard. Knowing and showing oneself enough (including values, life experiences, strengths and allowable weaknesses) to

create enough community through a purpose bigger than ourselves, whilst remaining authentic, celebrating others' significance and exciting them to exceptional performance ... it takes skill and practice. It is actually hard to "Be Yourself more - with skill". So find a reason big enough and ask yourself: "Why do I want to lead?"

Our opinion is useless, if that is all we have. In order to have wisdom we must have at least three perspectives.

The Wisdom of Multiple Perspectives, endearingly termed 'The Dance of the Authentic Chameleon' is about strategic position shifting:

1. 1st Position

Knowing self (be mindful of one's emotions). Be Authentic: Your opinion from your point of view. What you think about the situation.

2. 2nd Position

Read tribe (be mindful of other's emotions) and then interpret meaning in context (be analytical). Their opinion from their point of view. What they think about the situation. To develop their perspective is an invaluable skill because it allows for a 'sixth' sense or intuition to play a more accurate role in the communication and relationship process. Moving from 1st Position into 2nd Position is what is known as "The Platinum Rule Shift": "Do unto others as they would have you do unto them". (This supersedes The Golden Rule which states: "Do unto others as you would have them do unto you.")

3. 3rd Position

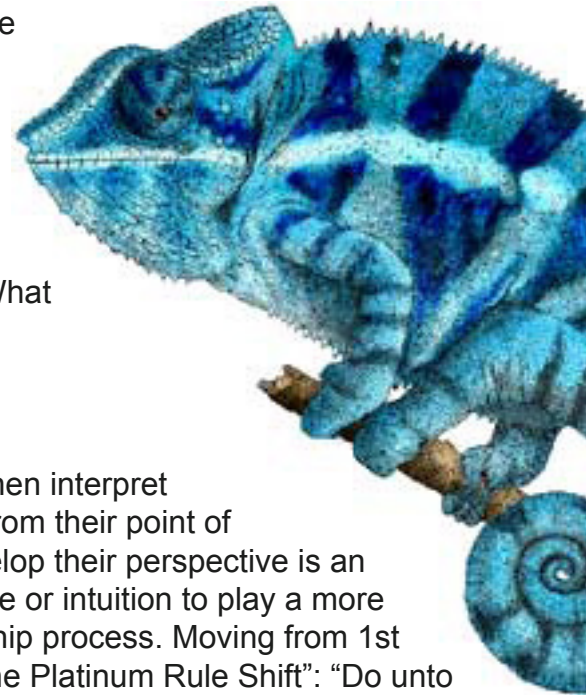
The neutral observer or objective position scanning for Data and Facts in this context. From this position no judgment or assessment of situation is cast. The observer just sees the situation for what it is. This is a very useful position to be in when the situation has become emotional.

4. Return to 1st Position with new wisdom

Being strategic

Notice that this may also be a useful time to do "Outcome Planning" process referred to in the "Authenticity" section. Here your Desired Outcome (essentially the Vision of your strategic success) could be specifically "What do I want?" when the strategy is successful (a compelling story in full) - and the Action Plan resulting from the process should give some steps to proceed, once again beginning with the crucial FIRST step. Otherwise, a familiar friend - procrastination - may well come and take over.

Remember to frame or re-frame (meet needs without compromising self) to engage your tribe.



EXERCISE 7

Review your current Leadership challenge. Think through the Outcome Planning Process strategically to get your tactical steps of action.

DESIRED OUTCOME:

(What do I want specifically in my current leadership role?)

PURPOSE:

(Why do I want it?)

BLOCKS & STOPS:

(What prevents me from getting it?)

RESOURCES:

(What will help me get it?)

ACTION PLAN:

(How do I go get it?)

MY FIRST STEP IS:

R&R: What insights did you get from working through this thinking framework? (It may be useful to get some feedback from your coach or person you are working with.)

Being tactical

Take “I” away to inspire others to step up into significance. Remember that the Action Plan that we set in the Strategic Stage above can be co-created with our tribe to help them step and to get buy-in.

As their Inspiring Leader, you just need to fuel their motivations and fire up their excitement consistently. It would bring more life into your business if you start a raging bushfire of empowering engagement and delegate this tactical stage to your tribe.

FOR EXAMPLE

A manager, Amanda, was meeting with a newly promoted team member, Cathy, who has expressed concern about the amount of travel she was doing in her new role. Cathy called a meeting to see how she can achieve her outcomes with less travel.

1ST POSITION

Amanda’s opinion:

“Cathy knew about this when she went for the promotion. She knew what she was getting into, and now she has the role, she is causing me more trouble and work by trying to change it. I’m busy enough as it is.”

2ND POSITION

Cathy’s point of view:

Amanda steps into Cathy’s shoes and imagines Cathy thinking: “I want to make an impression of making some changes to this role - and quickly. Before jumping in, I want to initiate a collaborative approach with Amanda. I would like her buy-in and belief early.”

3RD POSITION

Observer position:

Amanda steps back to get objective. She sees Cathy as a committed team member who is not only a high performer in her previous role - but an innovative one. If anybody can find a way to improve a process (or a role) - it’s her. Amanda sees herself as frustrated with the complexity of her own responsibilities - and could have missed a chance to let Cathy work with her to help lighten the load with her collaborative ideas.

Stepping back into 1st Position, Amanda has now three perspectives of the situation. She can now meet Cathy with a more balanced (and wise) approach. Her strategy is to listen to Cathy and ask questions to clarify. Amanda is going in with the intention to draw the solution out of Cathy, and to support her in the outcomes. Amanda does not intend to do the thinking for Cathy.



EXERCISE 8

Reflect on your current challenge as a leader. Is there a situation where a potential conflict is likely? Step through each of the positions to gain new perspectives from:

1ST POSITION	2ND POSITION	3RD POSITION

EXERCISE 9

Review these new perspective(s) you have gained from all 3 positions. Be mindful, analytical, strategic and tactical. What will you now apply sense-ably with this new information and wisdom?

R&R: Wisdom develops when you are able to see any situation from at least 3 perspectives, and give equal weighting to each of the positions.

Have you sometimes had to deal with difficult situations where you need to turn around a negative take that has been associated with it? There may be one such circumstance pending, or one in the past that may recur.

Think on this situation and notice how and what you could have done using the wisdom pattern above to reframe the context to re-engage the stakeholders.

Reframing

Reframing is the process of linking new meaning to an existing situation (content reframe), or finding a different context where a behaviour would be more useful (context reframing). Reframing is not a problem solving technique, rather a problem 'dissolving' technique. When new meaning is given to an existing situation, the subject can free up their thinking to address, or deal with a situation in a different way.

Reframing is an invaluable skill because many of the issues, problems and difficulties presented in your life can be reframed and turned into learning opportunities that add value to your experience. Reframing does not make the situation go away, it allows for new light to be shed so they can be dealt with appropriately, and put into perspective.

Let's look at how a leader can reframe a context to engage an otherwise negatively perceived event in the following section.



Inspiring - Leading By Learning In Partnership

Without inspiration, there is only a fractured vision.

As leaders, we need to know and then show enough of ourselves (including our values, life experiences, strengths and weaknesses) to create a sense of Community through a purpose bigger than ourselves, whilst remaining Authentic, celebrating others' Significance while Exciting them to exceptional performance, and collaborating with respect.

Goffee & Jones talks about building a C.A.S.E. to engage your tribe by meeting these needs in our followers:

Make your C.A.S.E.

- **Community** - Be part of something bigger
- **Authenticity** - Paradoxical consistency in different roles
- **Significance** - Show allowable weakness to involve others
- **Excitement** - Excite others to exceptional performance

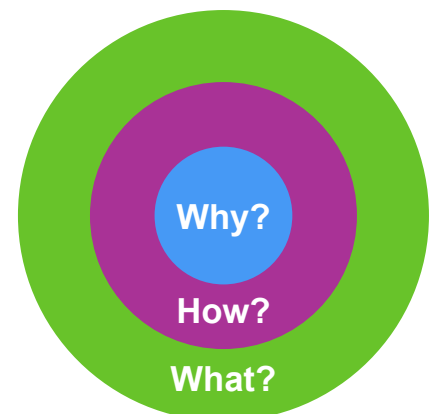
Community



View the Ted.com video on the "Golden Circle" (What, How and Why http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html)

Every person and organisation on the planet knows what they do. Some know how they do it ... we call it their differentiation, their USP ... but very few know WHY they do what they do. Money is not a WHY - it's a result. By WHY, we mean why does your organisation exist? Why do you get out of bed every morning? And why should anyone care?

The leaders and brands who inspire us all think, act and communicate the exact same way and it's the complete opposite to everyone else. Those who inspire are not driven with what they do, they are driven with WHY they do it. Unlike the rest of us, those who inspire think, act and communicate from the inside-out of the What / How / Why circle ... they have made the crucial SHIFT and real success is not possible without this SHIFT.



Because people don't buy what you do - they buy Why you do it. Successful companies or brands do business with people who believe in what they believe. They hire people who believe in what they believe and they target customers who believe in what they believe.

The principles of The Golden Circle are much more than a communications hierarchy. Its principles are deeply grounded in the evolution of human behaviour. The power of Why is not opinion, it's biology.

If you look at a cross section of the human brain, from the top down, you see that the levels of The Golden Circle correspond precisely with the three major levels of the brain. The newest area of the brain - our Homosapien brain - is the neocortex, which corresponds with the What level.

The neocortex is responsible for rational and analytical thought and language.

The middle two sections comprise the limbic brain. The limbic brain is responsible for all of our feelings, such as trust and loyalty. It is also responsible for all human behaviour and all our decision-making, but it has no capacity for language. It is this disconnection that makes putting our feelings into words so hard.

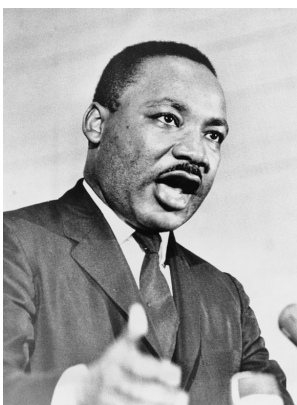
When we communicate from the outside in, meaning that when we communicate What we do first, yes, people can understand vast amounts of complicated information like facts and features, but that communication does not drive behaviour.

On the other hand, when we communicate from the inside out, meaning that we begin by telling people what we believe, we're talking directly to the part of their brain that controls feelings and decision-making.

Once the decision is made, the language part of the brain allows them to rationalise what they felt.

In a world of growing economic complexity and unprecedented personal choice, it's becoming apparent that the people and the companies that are more likely to succeed are those who understand the difference between appealing to emotional behaviour rather than rational behaviour. Success will be the domain of those who strive beyond short-term buy-in and relative customer satisfaction.

Instead, true change makers cull the deeper qualities of affinity, longevity and loyalty that come with winning our hearts and minds, which has little to do with reason.



History is filled with evidence of irrational successes, inspired by the ideal. How else did the Wright brothers - with their bicycle-shop operation - defy conventional wisdom and achieve the dream of controlled flight, while better-suited contemporaries such as Samuel Langley failed despite heavy funding from the US War Department and Smithsonian?

It's incredible to think that John F. Kennedy's vision of putting a man on the moon was accomplished with less available technology than we have in a mobile phone today. And what of Martin Luther King, who uttered a simple dream, and changed a nation?

The ability to tap into what inspires people is also at the heart of business success for companies like Apple, the icon of the iconoclast, and Southwest Airlines, the champion of the common man. For corporations like these, success isn't dependent on the quality of their products or the friendliness of their customer service - it hinges on WHY they do what they do. The clarity with which these companies communicate their beliefs lends to the reason they are such a clear choice for millions of people.

Success in inspiring others depends upon two core elements:

1. Thinking, communicating, and acting from the inside out
2. Finding balance between all three components of the Golden Circle

In order to be truly successful in achieving the steps above, you must have three things:

1. **Clarity of WHY** - Purpose, cause or belief. The Why is the single driving motivation for action.
2. **Discipline of HOW** - Values or guiding principles. Hows are the specific actions that are taken to realise the Why.
3. **Consistency of WHAT** - Tangible proof or results. Whats are the tangible manifestations of the Why.

By default, most people define themselves by What they do - trade stocks, study Byzantine art, fight for human rights worldwide. But these are simply the tangible proof of something deeper - a single passion that unites these interests, activities or products.

By operating from the outside-in, we focus exclusively on the market level of the universe, which is governed by external forces and often subject to change. Why should we tie our identities and beliefs to transient conditions we cannot always control?



Instead, by operating inside-out, we control what we offer the market and have the intuition, confidence and power to pivot and create change. By knowing our Why, we understand why we do what we do with the goal of doing it better and with more success. When our What's feel consistent with our cause or belief, we know we're bringing the strongest message of our Why to the world and inspiring others to champion our cause. And because we've made it tangible, they can elect to join in.



Our Hows are the specific, consistent steps we take to deliver our Why. Like a thumbprint, your combination of Why and Hows is unique in the world. This Why discovery process is dedicated to helping you discover the unique elements of your Golden Circle.

EXERCISE 10

As a leader building your community, you have worked on distilling the “Why?” of your leadership in the “Authenticity” section. (Review your responses from Exercises 2 and 3 - and tweak it if you have had more insights since then.) How are you communicating inside-out:

As an individual?

As an organisation?

R&R: What routines, rituals or traditions are you creating to connect this community? Is there a compelling story or metaphor that you can connect your tribe to?

Suggestions:

- Have a Higher Purpose, a mountain to scale
- Connect people to it and each other
- Constantly building and cultivating meaningful relationships and networks (digging wells before you are thirsty). You can widen your circle of influence (includes stakeholders you can influence up, down and laterally) broadly in times of peace, and dig deeper into those more relevant when the going gets tough.

EXERCISE 11

How compelling is your Vision? What authentic 'story' can you weave into your Vision to create the yearning in your tribe to be excited to actively contribute to its success? (Remember: this is the Desired Outcome in your strategic Vision.)

R&R: Review your current leadership challenge. Create a relational map of who you may need to excite with your "Why?" to support you in your Vision. (Note: this can include your boss, channel partners, mentors inside or outside your industry, even competitors.) I would suggest no less than 8 stakeholders - this is about developing wider networks (and extending your community into various other tribes) that you could dig deeper into as the need arises.

Authenticity

You may sport a variety of behaviours in different circumstances. Yet you remain authentic as long as you are consistent and transparent to your values and intention. You are the same person but show yourself with different leadership behaviours depending on what the context requires.

Are you consistent across your situations? Are you known beyond your title? Can you differentiate yourself through your values, business and life experiences, innovation and expertise? Are you able to show allowable weaknesses?

EXERCISE 12

Review your responses to Exercises 1 and 2. How are you sharing your relevant Life Experiences and linking to Values to excite your tribe? How comfortable are you with your origins - and your ability to express them when necessary? How are you showing your Allowable Weaknesses so you can involve others to step up?

R&R: You may be noticing that there are certain styles that you bring to your leadership that can be complemented by different members of your team. Where you are vulnerable, they may have strengths. Can you recognise how you can excite them to partner with you?

Gender roles play an essential role in parenting or leadership. It is usual to associate women with a more feminine style of leadership whilst men would naturally seem masculine. Yet it may not be so.

Case in point: Barrack Obama has a more feminine approach to leadership, whilst Hilary Clinton brings a masculine style. The partnership here works because we need the synergy of both leadership styles to bring the best out in teams. Leaders with preference for one style or the other can thus cause more imbalance in the team.

Suggestion: Extend your flexibility in style, or find partners to complement your allowable weaknesses.

Significance

Ultimately, leading teams is about learning partnerships. The more we are open to learn from one another - the better off we are. Why? In this fast-changing environment, each member brings in talents, experiences and qualities more suited to different contexts. As the leader, this could mean connecting people's efforts to the Higher Purpose or the 'mountain ascent', or providing feedback that leverages each person's talents or uniqueness.

Leadership is no longer hierarchical - but contextual and relational. For example, in the military, if the commander gets shot down in a campaign, the person to step up to the duty of leader is the person with the experience most appropriate to lead the team.



In 2000 the US Army Training and Leader Development Panel studied what qualities officers needed in the post-cold War world. Since WWII, the military had focused on giant weapons systems and large force-on-force combat. The system favoured specialisation and top-down control. But the Army knew the world had changed, and the panel concluded it now needed officers with two basic qualities: self-awareness and adaptability.

Leaders with a specialised or technical background find themselves being promoted beyond the expertise that got them noticed in the climb up the corporate ladder. The most effective leaders soon realise that letting go of being on top of their previous expertise and becoming more conversant in new skills involving people engagement, the smoother their transition into the senior executive suite. Creating opportunities for their talented team to step up to fill their expertise gap can in turn generate trust and engagement as the team experience significance in supporting a leader willing to be vulnerable enough to do so.

Micromanagement is minimised when leader and team progressively build a foundation of trust where mutual learning can occur from one another as partners to achieve the most efficient and productive result, together. These learning partnerships can only occur with trust present and constant clear communications.

Learning partnerships to develop Significance through our leadership occur in so many contexts. Just keep your senses alert for opportunities. Uncomfortable? If so - good time to get into the Learning Zone and “lose your mind to come to your senses” again.

EXERCISE 13

What learning partnerships have you created between you and your team and business partners? In doing so, how are you creating significance for the members of your tribe? Can you break down hierarchies and give everyone an opportunity to lead?

Suggestion: A compelling vision, energetic passion plus constant upfront positive feedback to members of the tribe, using specific examples, skills or qualities, and highlighting resulting benefits or impact - these are great ways to build Significance in your tribe.

Excitement

Take a block of ice. When you apply energy via heat, the molecules start vibrating faster and solid ice changes state to liquid water. When you apply even more energy, the molecules get more excited and water turns to steam. Steam can turn turbines to work engines.

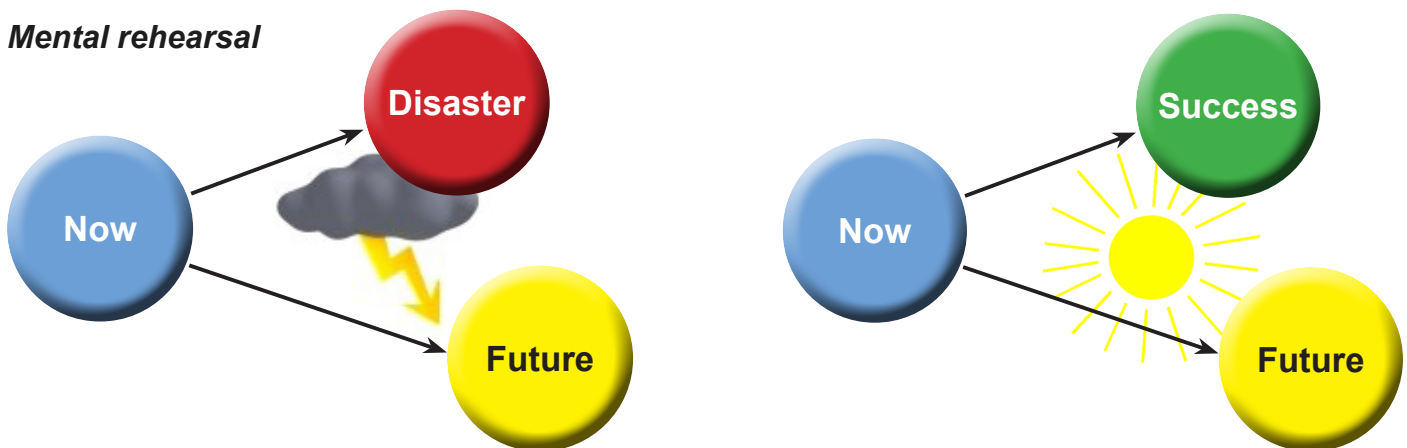
Point: Take leadership as the energy and the molecules form your tribe. Highly energised molecules can move engines independent of you. All you need to do is constantly supply energy.

We have looked at the virtual question “Why?” and how it can fuel us to act with passion. A leader who has the ability to create propulsion and energy of motivation in the tribe uses, another powerful question, which is: “What if?” This is essentially the Desired Outcome of our Vision’s success.

Here they paint a compelling future by helping us construct futures in our minds by mental rehearsal. What if ...

- **We didn’t do what we intended - and what disaster awaits?** (Motivation by The Stick)
- **With full engagement and excitement, we work together for the Higher Purpose** - a glowing future is inevitable? (Motivation by The Carrot)

Mental rehearsal



Using “Why?” and “What if?”, the leader engages buy-in through a pathway of procedural justice (vs distributive justice) to performance. This so-called Fair process, as described by Kim & Mauborgne in “Blue Ocean Strategy” involves engaging + explaining (why), and clarifying expectation (What if) of the tribe.

As Kim & Mauborgne alluded to in their book, Strategic Logic applied with Value Innovation is ineffective without the People Proposition. In other words - no matter how awesome a strategy is, it cannot be executed without getting the Engagement of the tribe: pre-strategy, during the strategy formulation, and post-strategy in the implementation and continued tweaking stage(s) to your Desired outcome.

Once we have buy-in of stakeholders through Fair Process, the “What?” and “How?” falls in to place much easier as we co-create our way to achieve the Desired Outcome or Vision together.

Fair process in practice



Fair process isn't decision by consensus or democracy in the workplace. Its goal is to pursue the best ideas, not create harmony. Fair process consists of three principles:

1. **Engagement** - Involving individuals in decisions by inviting their input and encouraging them to challenge one another's ideas. Engagement communicates management's respect for individuals and their ideas and builds collective wisdom. It generates better decisions and greater commitment from those involved in executing those decisions.
2. **Explanation** - Clarifying the thinking behind a final decision. Explanation reassures people that managers have considered their opinions and made the decision with the company's overall interests at heart. Employees trust managers' intentions - even if their own ideas were rejected.
3. **Expectation clarity** - Stating the new rules of the game, including performance standards, penalties for failure, and new responsibilities. By minimising political jockeying and favouritism, expectation clarity enables employees to focus on the job at hand.

The Power of Partnering

As a leader actioning fair process, the power of partnering with your tribe involves:

1. **Reading** - for Engagement of trust and commitment. This involves Pacing the tribe by being sense-able of their needs and showing that you understand them. (See "Rapport" in section above under "Being Present")
2. **Righting** - for Explanation to set the Frame for cooperation. (See "Framing" below)
3. **Re-writing** - for Expectation clarity exceeded by change of context. Essentially it is Reframing (See "Reframing" in section above under "Common Sense") a situation that has been perceived as negative and Leading to renewed excitement to engage.

Framing



Framing is the process of providing a 'context' through which information is received and interpreted. The fundamental premise of framing is that all meaning is contextual. This means that whatever a person is thinking and feeling at the time of receiving information will determine how they create meaning or interpret that information. The 'context' is another way of saying the environment, or mood, that the information is received in.

For example: if you are reading an email and you are thinking that you don't trust the author then you will interpret the information in the email differently than if you know that the author is a trustworthy and honest person. This is the 'frame of mind' that you have, or the 'frame' that determines the mood before you get information.

It is useful, if not necessary, to pay attention to the frames you put around information before speaking, or writing it. The majority of mis-communications come from inadequate framing.

In order to 'Frame' a situation, it is necessary to put yourself into the shoes of the receiver of the information. Think about what they may be feeling, thinking about what has been their previous experience that could influence how they receive the information. There is a 'formula' you can apply to organise your thinking so you are able to FRAME the content before you present it.

Framing within a Meeting / Presentation Process / Strategy and Vision Engagement

Framing is a necessary process in meetings and presentations. In fact it could almost be seen as a game. The rules of the game is 'he or she who holds the frame, will win the game'. What this means is that the person who sets the frame, or who sets up the mood, determines how that session will then roll out.

For example: If you are presenting and no frames have been set and an objection comes from the audience, it can be difficult to counteract that objection and turn the meeting around to a more positive note. If, on the other hand, you set the 'frame' where you are welcoming of questions at the end of the meeting, and explain your understanding of possible objections right at the start, you will be much more in control of that session.



The person, who sets the frames of any presentation, is the person who controls the flow of that presentation. Framing is not a random activity; it is a skill based on a formula. There is 'science' behind it.

The following formula, when followed is a powerful way to open any presentation, whether it is to a group, or one-on-one presentation, whether formal or casual conversation. When you follow these steps you will find that your openings capture attention quickly and set up a professional environment which is strongly audience centric and encompassing a facilitative style.

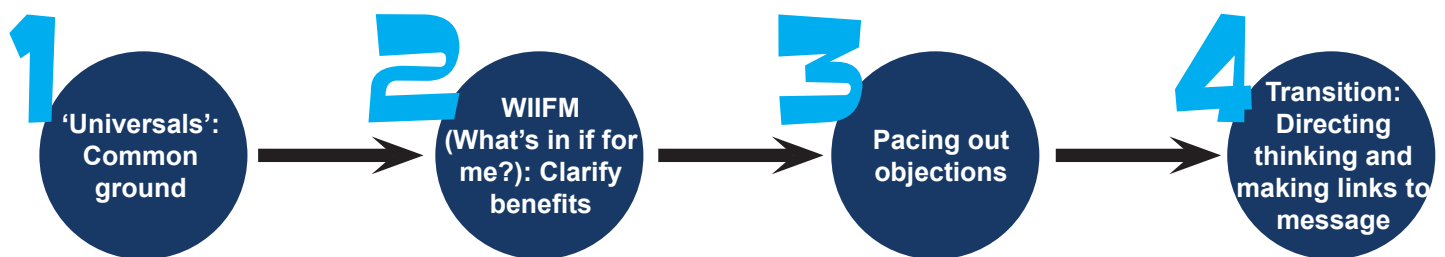


Framing is not about waffle. It is not about wasting time. It is about setting up the environment so when you put the solution on the table the group is more receptive to it. To draw an analogy, it is like tending and preparing the soil before planting a seed. You have a much greater chance of the seed germinating when the soil is fertilised and ready to receive a new seed, or idea/solution in the case of presenting.

Yes, it does take time and thought to tend the soil before planting, so does it take time and thought in preparing the framing before starting a meeting or any presentation.

To frame well, and open any communications session well, it is a matter of following the formula and doing some preparation before meeting the group, or individuals. You will find that as you follow this procedure that framing becomes a 'natural' way of thinking and speaking. Remember, the person who sets the frame, is most likely to win the game!

Framing formula



1. Universals - Common ground

Universals are statements that are 'true' for all members in the audience. Universals are general statements that are universally accepted. Consider what you want the audience to think about and use.

Examples:

- We live in a world that
- Have you ever found yourself in a situation where ?
- Have you ever experienced ?
- I had an experience where
- Have you noticed is happening more frequently today?
- How many of you have experienced?

Use stories, metaphors, examples to get people thinking in a common stream

2. WIIFM (What's in it for me?) - Clarify benefits

Make each member in the audience 'thirsty' for the information. Consider what each person wants by listening to you speak. What do you have to offer that they want? Then tell them about it and how it will benefit them in their business, success, learning, future... relate what you are about to present to what they want to have happen.

Examples:

- Would it be wonderful if you could?
- We have found with people who do this process that they are able to
- I had an experience when....
- When you have finished this you will be able to do
- Think about how this will make it so much easier for you in your work



Use stories, metaphors, examples to get people excited about what they will be able to do or have. Make sure you are making real claims. Be clear on the outcomes of what you are offering and know how to ensure you can deliver what you are 'promising'.

3. Pacing out objections

Pacing out objections is done by stating the objection up front then linking it to the next statement which provides a solution or reason why that objection is not a concern. As a presenter of the information, consider all the possible reasons why someone could reject or dismiss what you are about to say, then 'pace them out' in the opening.

When the objection is a universal statement, you will find that this tool is very powerful in causing a group to move forward together, as well as building stronger rapport between yourself and the group.

This part of the 'framing formula' can be the trickiest because the risk is that you can introduce information that may then become an objection or reason for rejecting the upcoming information. Therefore, it is necessary to carefully select the objections you want to pace out.

Examples:

- **(Stating objection)** Time is most valuable to us and **(Leading statement)** so I will ensure that what we do here is of value to you and something that you can use back in your workplace

- **(Stating objection)** I am sure you have been to many sales presentations before, **(Leading statement)** so this time we have researched your company and your needs to ensure the information you are going to receive is useful to you
- **(Stating objection)** Many of you have been in management roles for a long time and **(Leading statement)** so what I am about to present will allow you to see how it would be valuable in building into your business and managing your process
- **(Stating objection)** I can appreciate that many of you are busy and there are many other things that you could be doing now and that you are here, **(Leading statement)** I would like to give you some information and business solutions to make your business more effective so you don't have to spend so much time in the business and you get better results.

Use stories, metaphors, examples of situations where people have 'overcome' difficulties with what you are about to present.

There can be many potential objections from members within a group. It is not appropriate to pace out all the objections at the start of the session, however it can be useful to pace out the objections that you think could hinder the progress or cause people to 'switch off' and not hear what you have to say.

4. Transition - Directionalising thinking and making links to message

Now you have 'set the frames' you want to make a transition into the content. What instructions might the audience need to know before you launch into the detail of the information? Make suggestions on how they think and behave during the next period of time. You are also 'seeking permission' to move on. This is usually just 1 or 2 sentences which will prepare the group for the upcoming content.

Examples:

- As we go through this session keep thinking about how you will apply this to your workplace
- As we move into this... I would ask that...
- I would like to invite you to...
- If you don't understand anything please ask. If you have any question in your mind it's possible that other people are also thinking it as well
- Keep an open mind as we present the following options. It's easy to go back to what you are familiar with so please stay open and with the process

Use stories, metaphors, examples what other people have done when they have been learning this content; possibly stories of situations that didn't work and situations that did work.

EXERCISE 14

Once again, taking into consideration of your current leadership challenge, reflect on how you can inspire your team, through this process of Engaging (Pacing), Explaining (Framing) & Exciting (Reframing and/or Leading) your tribe into stepping up into action:

READ / PACE / ENGAGE

RIGHT / FRAME / EXPLAIN

RE-WRITE / LEAD / EXCITE

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For today's generation Y teams - and for a fair sprinkling of their generation X and Boomer colleagues - inspiration is not an afterthought ... it's the core of their being. To motivate this group of connected and grounded individuals, you need to inspire with energetic authentic passion, a clear higher purpose and a compelling vision. You need to bring them on board - engaged from the get-go - and recognise efforts through relevant celebrations or rituals.

Inspiration is the ability of the leader to lose or surrender one's self to empower others to step up. This seems counterintuitive: Lose to win. Surrender to succeed. Yet synergy results from the sum of the parts being greater than the whole.

EXERCISE 15

Embody a passion that energises others (be at least a 9 on a scale of 1 to 10). How are you exciting your tribe with this? If they are not excited, what can you do to change this? How do you use celebrations and rituals to underscore achievements?

R&R: Review your current leadership challenge. Does it align to your passions and your compelling vision? How are you framing the situation to energise your tribe to come along? How do you reframe this situation (if it is perceived as negative) to re-engage your tribe? How are you leading out, or inspiring others to be fired up to propel the Vision forward?

Suggestion: Do an E.D.I.T. (Excellent, Develop, Ideas, Timeframe)

Excellent - What is working right now despite the challenging situation?

Develop - What can we develop or change to overcome this situation?

Ideas - Is there any ideas that we can consider implementing to help the situation?

Timeframe - Let's set some timeframes so we can check in and follow up on how well things are progressing, or not.

Summary

In summary, navigating the Essence of your Leadership well results in:

1. Leadership which EXCITES followers to EXCEPTIONAL PERFORMANCE
2. Doing this will give you, your followers, your business MORE LIFE
3. The key is to be excited yourself and to have your followers saying “I’m Excited!”
4. Without followers we are just going for a good walk

EXERCISE 16

As you seek the leadership greatness in you, how can you choose to get into a routine of ‘inspiring daily’:

Yourself?

Some person(s) in your work tribe?

Some person(s) in your strategic network?

Other tribes (for example, a community project, a young person outside of your team, someone at home, etc.)?



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