

ARTIST



# Orchestrate Impact

PLAY

FOLLOWING



OVERVIEW

FANS ALSO LIKE

ABOUT

CONCERTS

## Latest Releases



Module 1: Power of Communication



Module 2: Power of You



Module 3: Power of Connection



Module 4: Power of Peers



Module 5: Power of Impact



# Leaders Committed to Your Development

[Caroline@Learn2.com](mailto:Caroline@Learn2.com)



Led Canadian Olympic Team to 14 Gold Medals at Vancouver 2010 Winter Games

[Carrie@Learn2.com](mailto:Carrie@Learn2.com)



Increased business impact of clients by over 55 million

[Monique@Learn2.com](mailto:Monique@Learn2.com)



Leading learners to help the impossible seem achievable for 20+ years

[Jonathan@Learn2.com](mailto:Jonathan@Learn2.com)



Ensuring Client success and results

[Doug@Learn2.com](mailto:Doug@Learn2.com)



Increase business impact by over \$750 billion

[Amy@Learn2.com](mailto:Amy@Learn2.com)



Supporting learners to achieve their impact with ease



# hello

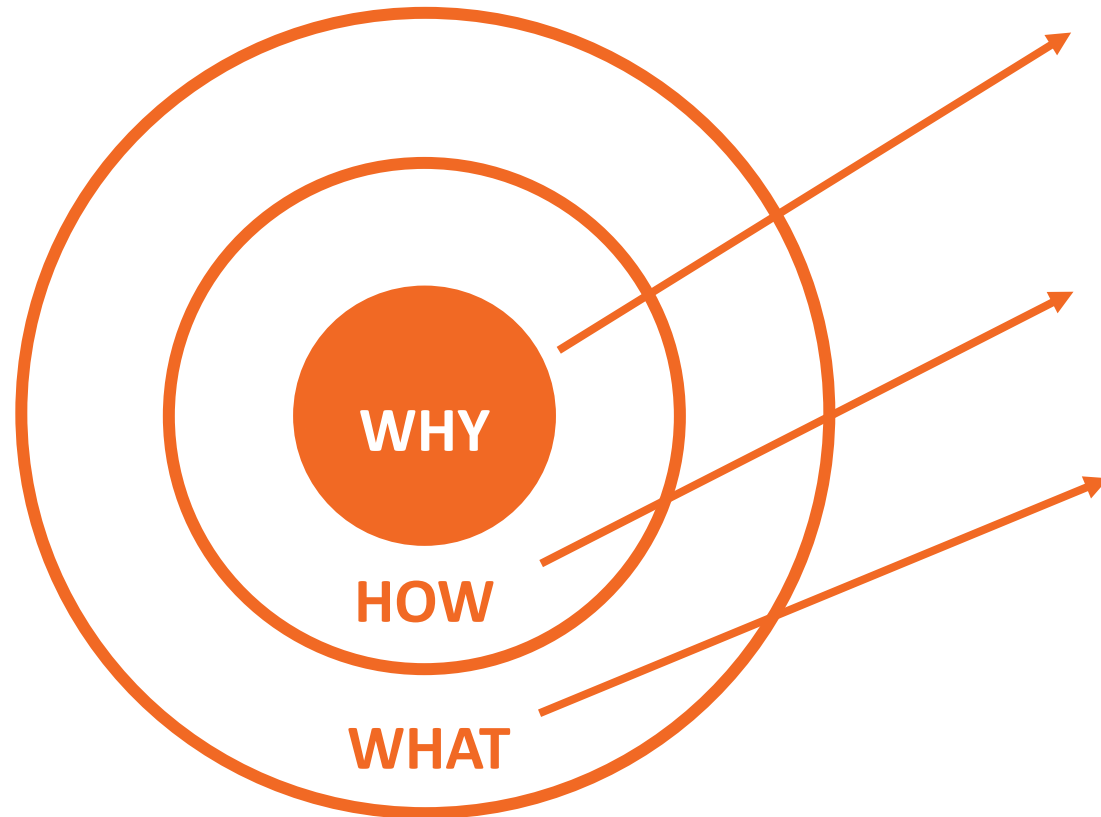
MY NAME IS

**My Natural Approach**

**Business/Department**

**Role/Responsibility**

# Orchestrate Impact



**WHY:** To rapidly develop your leadership capabilities and accelerate your impact

**HOW:** Participant-driven with a focus on practice, application and impact

**WHAT:** Five 2-hour modules to support practice with an Accountability Partner, Impact Coaching, and achieve an Actual Impact to move you and your leadership toward mastery

# Orchestrate Impact Learning Experience

## Pre-module Micro Videos

Natural Focus

Who you are as a  
leader?

Coaching and  
SCARF triggers

BrainTrusts

Quantifying results

## Learning - 2.25 hour modules

Power of  
Communication

How to flex and  
effectively  
communicate?

Power of You

Who are you as a  
leader and how to  
have a voice?

Power of Connection

How to coach and  
engage your team,  
peers and  
stakeholders?

Power of Peers

How to leverage  
peers to create an  
impact and build a  
community?

Power of Impact

How define, share  
and lead impact  
inside your  
organization?

## Impact Coaching - 30 minute with an accountability partner

Reflect on my  
Natural style  
Introduce Impact  
Project

Establish desired  
Impact

Impact execution

Vision and going  
forward



ALBUM

# Module 1: The Power of Communication

By Learn2

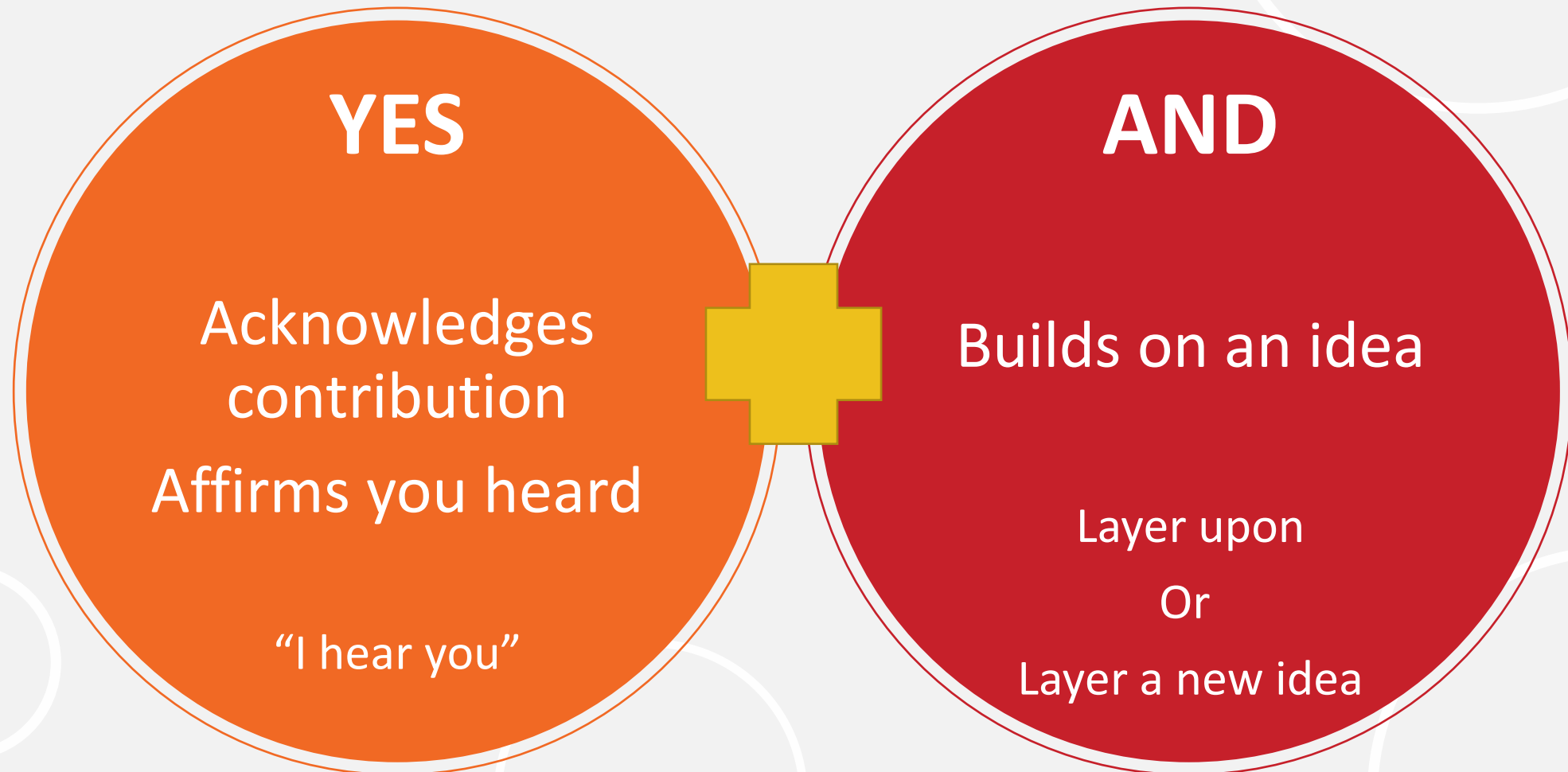
2021 • 4 songs • 3.5 hours

PAUSE

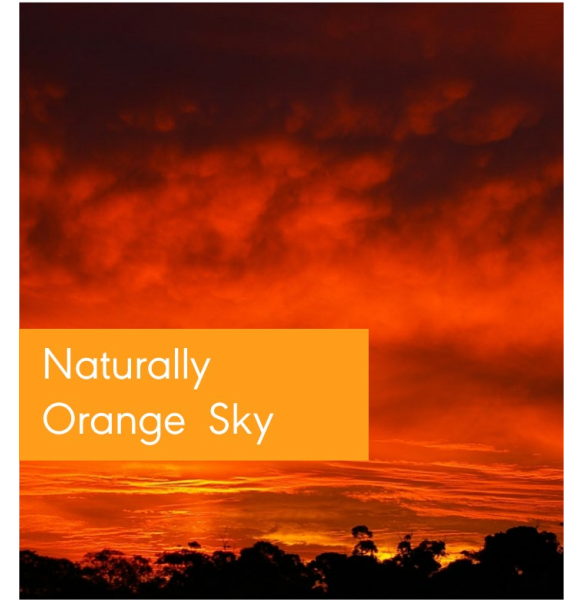


#		TITLE		
1	♡	Proactive Prep	00:05:00	
	🔊	Module 1	02:00:00	
3	♡	Accountability Partners Conversations	00:30:00	
4	♡	Triad Impact Coaching	00:30:00	

# ‘Yes, and...’ builds team, belongingness, psychological safety and fosters innovation



# Natural Approaches





# Making Natural Approaches Real for Me

Instructions: Your team will describe traits, behaviours and things you notice about your assigned approach. Be prepared to report back to main group.

Natural Gold Mines	Natural Blue Oceans
<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
Natural Green Planets	Natural Orange Skies
<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>

# Learn2 Approach: How We Prefer to Be Engaged

**Instructions:** Define specific ways to engage colleagues and clients so your colleagues and clients receive what they need. Focus on your assigned approach in your breakout room.

Natural Gold Mines	Natural Blue Oceans
<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>
Natural Green Planets	Natural Orange Skies
<ul style="list-style-type: none"><li>•</li></ul>	<ul style="list-style-type: none"><li>•</li></ul>

## Yes, and...

### The most important things to get connected

- Yes – Acknowledge other’s contributions with a fast yes. The yes gives acknowledgment, not agreement.
- And – Contribute a layer. Show you were listening and add to what was contributed.
- Add a new idea – “Yes And... we could” “new idea”. Choose wisely when to add new ideas so you allow others to layer on an existing idea
- Layer on an idea – “Yes And... we could” “layer”. Practice listening for how to make implementation easier, connect resources, reuse existing pieces, accelerate implementation, double impact, extend the impact, sustain the impact, amplify the impact, minimize the cost...
- Add a question – “How” and “What” questions work best. Use questions to guide your group to the desired outcome, find my value, explore the next aspect...



# Behaviours to Build and Deepen Connections

What could I start doing?

What could I stop doing?

What could I do more of?

What could I do less of?

# Different Engines Under the Hood

People have specific ways of thinking, understanding, valuing and conceptualizing. Their behavior manifests certain attitudes, preferences, wants, aims, needs, motives, and desires that make them feel good about themselves. Each preference values different elements and even uses different language to define and create value. These value systems can be compared to the engine of an automobile – each one drives a different set of behaviors. So each preference needs different fuel to run smoothly. **The following characteristics of the preferences help you understand the engine that drives each preference:**

## Natural Gold Mines

- This group prefers to feel responsible and belong to a social unit.
- They must earn their place of belonging by being useful, fulfilling responsibilities, being of service, and caring for others.
- They value order and cherish the tradition of the home and family.
- Steadfastness and loyalty is their trademark.
- They are generous and parental, showing that they care by making sure everyone does the right thing.
- This backbone of society symbolizes the structure of groups and organizations, the security of banks and savings, the responsibility of parenting, the caring of nursing and healing, and the pride of lineage

## Natural Green Planets

- This group prefers to be competent.
- They seek to understand and control the realities of life; this represents the power to acquire abilities.
- They love solving problems and having their ideas recognized.
- These are complex individuals with great analytical ability, although they don't express emotion openly.
- They experience deep feelings and often compartmentalize them to avoid affecting their judgment.
- This abstract thinker symbolizes the vision of genius, the challenge of science, the complexity of models and systems, and the symmetry and mystery of the Pyramids.

## Natural Blue Oceans

- This group prefers to be authentic.
- They must find their real self, their unique identity and live their life as an expression of it.
- For them, integrity means unity of inner self and outer expression.
- They remain sensitive to subtlety and create roles in life's drama with special flair.
- They enjoy close relationships with loved ones and experience a spiritual side in their nature.
- Making a difference in the world comes easily — they cultivate harmony in themselves and others.
- This natural harmonizer symbolizes the vision of peace, the romance of love ballads, the drama of stage and screen, the importance of people, and the warmth of a hug.

## Natural Orange Skies

- This group prefers to be free to act on a moment's notice.
- Action carries its own reward. They do things for the sheer joy of doing.
- They choose to be impulsive and act on the idea of the moment.
- They take pride in being highly-skilled in a variety of fields. They are master negotiators.
- Adventure is their middle name. They have a zest for life and a desire to test the limits.
- Their direct, hands-on approach to problem solving creates excitement and immediate results.
- This free spirit symbolizes the flight of the eagle, the sensation of hang-gliding, the action of driving a motorcycle, the skillfulness of handling tools, and the freedom of wide open spaces.

# Quick Read Natural Approach (see and say)

## Natural Gold Mines

- Makes lists
- Always helping (great team player)
- Manner tends to be business-like
- Traditional dress and appearance
- Neat appearance, can be formal
- Is dependable and reliable
- Voice tone is business like and even
- Wants information in writing
- Wants detailed answers
- Stays focused on topic
- Wants to set schedules and deadlines
- Likes to explain things thoroughly

## Natural Blue Ocean

- Makes amazing eye contact and listens attentively
- Facial expressions indicate warmth and friendliness
- Prefers soft fabrics and to be comfortable
- Polite and nurturing posture
- Makes use of touch frequently
- Stops work to engage another person
- Speaks with feeling in voice
- Does not use threatening language and avoids conflict
- Mellow and soothing voice tone
- Uses frequent “I” statements
- Will frequently apologize
- May begin sentences with “I feel...”

## Natural Green Planet

- Does not prefer to show emotion easily or often
- Business-like and serious in manner
- May not appear casual or friendly
- Gestures from the head
- Hand movements explain or show models, etc.
- Shows frustrations if others do not understand
- Asks why questions (seeking to understand)
- Asks many questions (seeking to understand)
- May take time to respond (thinking through)
- Will respond negatively to incorrect information
- Points out errors or mistakes quickly
- May want to improve on ideas shared in conversation

## Natural Orange Skies

- Always moving
- Enjoy attention-getting activities
- Dramatic, colorful or casual dress
- Visible facial reactions and expressions
- Demonstrates confidence
- Often points and gesture
- Prefers fast-paced, brief and to the point
- Enjoys enthusiastic expressions
- Bounces from topic to topic (off topic)
- May not finish thoughts or sentences
- Prefers laughter and stories
- Often promotes ideas, products and activities

# Summary of Natural Approaches

## Natural Gold Mines

- Be on time
- Be organized and efficient
- Do what you say you will do
- Respect our need for security
- Have your solutions structured with clearly defined goals
- Focus on what needs to be done
- Give tangible recognition for their work
- Establish routine, clear rules, directed instruction
- Pay attention to detail
- Be concrete and stay on task
- Provide feedback to prove progress is happening
- Have us share in responsibilities + duties of the workplace
- Avoid abrupt changes in operating procedures and rules

## Naturally Green Planets

- Be aware of our love of abstract thinking
- Be aware of our problem-solving abilities + include our ideas in the solution
- Respect our inclination to go beyond the established rules
- Respect our inventions and ideas
- Realize that we have deep feelings even though we may not show feelings easily
- Be open to our new ideas + concepts
- Be prepared to go into subjects deeply
- Be aware of our need to avoid repetitive tasks
- Praise our competence + knowledge
- Provide opportunities for independent investigation
- Allow for debate + discussion

## Natural Blue Oceans

- Share your ideas + feelings in a personal way
- Be aware of our need for honesty and integrity
- Spend quality time one-on-one with us
- Be aware of our sensitivity toward others
- Listen to us – allow them the opportunity
- Be supportive
- Praise our imagination and creativity
- Establish an open, interactive atmosphere
- Provide opportunities for sharing + processing
- Provide reassurance through positive feedback
- Provide one-on-one feedback
- Get to know us beyond work
- Create opportunities to show us how much you care

## Naturally Orange Skies

- Understand our talent for negotiation
- Be aware of our desire for instant action
- Maintain a sense of humour
- Be adventuresome, optimistic + energetic
- Provide opportunities for “hands-on” activities
- Respect our changes of direction + desire for a faster pace
- Provide immediate results
- Understand our preference for action over words
- Provide physical activities
- Have a wide variety of solutions to draw from
- Understand our love for competition
- Allow for direct application of knowledge
- Be aware of our ability to respond in emergency situations

## Pathway to performance

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



## My Accountability Partner Assignment



Name

Email

Mobile

Meeting times

### In my Breakout with my Accountability Partner:

1. Get the contact details of my Accountability Partner
2. Pick a time that works for both partners and enter your name on ideaboardz
3. Schedule a 1-1 meeting directly with your Accountability Partner before your coaching session to discuss career and development goals

### Following today's module:

1. Actively apply skills and concepts from Module 1
2. Meet up with your Accountability Partner to get to know more about each other and establish your "check in" cadence



ALBUM

# Module 2: Power of You

By Learn2

2021 • 4 songs • 3.5 hours

PAUSE



#		TITLE		
1	♡	Proactive Prep	00:05:00	
	🔊	Module 2	02:00:00	
3	♡	Accountability Partners Conversations	00:30:00	
4	♡	Triad Impact Coaching	00:30:00	

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



A

Statement from person A



Pause... Choose WYSIITMB Respond



Pause... Choose WYSIITMB Respond



Pause... Choose WYSIITMB Respond



B

## What made you decide to take this program?



A

François

François: I am unsure what to expect from this program as a professional here at Bell because I don't have a team. I am prepared to keep an open mind though.

Sola: PAUSE...WYSIITMB I too wasn't sure what to expect. My leader told me that they see me as a leader and the course would help with my leadership development.

François: PAUSE...WYSIITMB...



B

Sola

# I want to be known as an effective leader

## What are my top 3 development priorities?



Mute

SKILL 1

SKILL 2

SKILL 3



I want to be known as an effective leader  
What are my top 3 development priorities?



SKILL 1

Communication

SKILL 2

Presentation Skills with exec

SKILL 3

Coaching peers

# Development process

## Unconscious competence - Stage 4 (9 to 11)

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

Mastery

## Conscious competence 3 (6 to 8)

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

Performing

## Conscious incompetence - Stage 2 (3 to 5)

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

Learning

## Unconscious incompetence - Stage 1 (0 to 2)

You don't know what you don't know

Discovery



## Stage 4 - Unconscious competence

### Mastery

I automatically meet people where they are to understand their resistance before making changes

## Stage 3 - Conscious competence

### Performing

I actively engage, consult, listen, collaborate before expecting change to happen

## Stage 2 - Conscious incompetence

### Learning

I remind myself to meet with key team members before making changes

## Stage 1 - Unconscious incompetence

### Discovery

People should agree to change when it's logical





## Using Questions to create a greater impact

Resources	People
<ul style="list-style-type: none"> <li>• What resources could we access?</li> <li>• What steps could we follow?</li> <li>• What resources could we have forgotten?</li> <li>• What could be replaced, reduced or removed?</li> <li>• What's the timeline? Critical path?</li> </ul>	<ul style="list-style-type: none"> <li>• How could we engage the most people?</li> <li>• Whose perspectives could be useful?</li> <li>• What would have to be true for everyone to immediately take action?</li> <li>• What skills/behaviors could be most useful?</li> <li>• How could we be affecting motivation?</li> </ul>
Efficiencies	Possibilities
<ul style="list-style-type: none"> <li>• How could we achieve more with less?</li> <li>• How could we use resources more effectively?</li> <li>• What could we stop doing to increase focus?</li> <li>• What would have to be true to achieve the outcome by us doing less?</li> <li>• Who else wants the challenge solved?</li> </ul>	<ul style="list-style-type: none"> <li>• What resources are we not thinking of?</li> <li>• How could we do this faster?</li> <li>• What could we do that's counter-intuitive?</li> <li>• What could help us in the future?</li> <li>• What could we learn by doing?</li> </ul>

# Blind Spot for Natural Approaches

Instructions: Your team will describe common Blind Spots your assigned approach. Be prepared to report back to main group.

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lis·ten

noun. We have a listening for each person. Some listenings are large (we are “all ears” for them). Some listenings are small (we barely tolerate them). Our listening affects what and how much we hear from them

## Listening in my world

### Big Listening

I have a big listening for:

These people have a big listening for me:

### Small Listening

I have a small listening for:

These people have a small listening for me:

Big Listening	Small Listening
<p>I have a big listening for:</p> <ul style="list-style-type: none"> <li>• <i>My leader</i></li> <li>• <i>Most of my team</i></li> <li>• <i>Sola from HR</i></li> </ul>	<p>I have a small listening for:</p> <ul style="list-style-type: none"> <li>• <i>Mabety in Finance</i></li> <li>• <i>Muhamed from Marketing</i></li> </ul>
<p>These people have a big listening for me:</p> <ul style="list-style-type: none"> <li>• <i>Senthil from my team</i></li> <li>• <i>Client X</i></li> <li>• <i>François my peer in my department</i></li> </ul>	<p>These people have a small listening for me:</p> <ul style="list-style-type: none"> <li>• <i>My leader/manager</i></li> <li>• <i>Senthil from my team</i></li> <li>• <i>François my peer in my department</i></li> </ul>

## PAUSE and CHOOSE When Receiving Feedback



Choose not to hear it



Choose to hear it and don't accept it



Choose to hear it and accept it



Choose to hear it, accept it and apply it

# MY IMPACT PROJECT

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

## 1 IMPACT

*I want to impact*

*As measured by*

*Using the following assumptions*

## 2 ME: How I will personally show up differently as a leader? (Eg. Mindset, communication, confidence)

1.

2.

3.



## 3 MY TEAMS/STAKEHOLDERS: What actions will I take differently? (Eg. people, process, tools, etc.)

1.

2.

3.





ALBUM

# Module 3: The Power of Connection

By Learn2

2021 • 4 songs • 3.5 hours

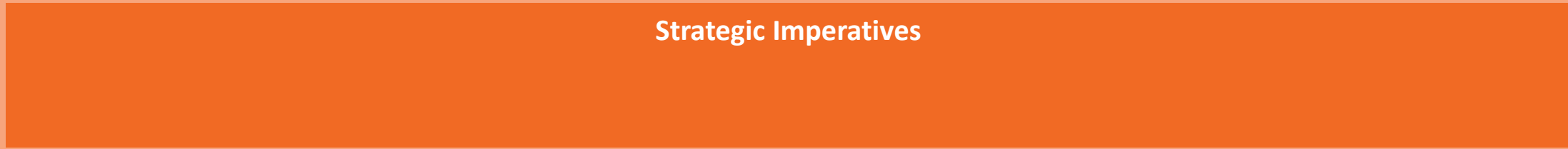
PAUSE



#		TITLE		
1	♡	Proactive Prep	00:08:00	
	🔊	Module 3	02:00:00	
3	♡	Accountability Partners and Challenges	00:30:00	
4	♡	Triad Impact Coaching	00:30:00	



# Connect your impact to Strategic Imperatives



Leader's leader(s)



My leader(s)



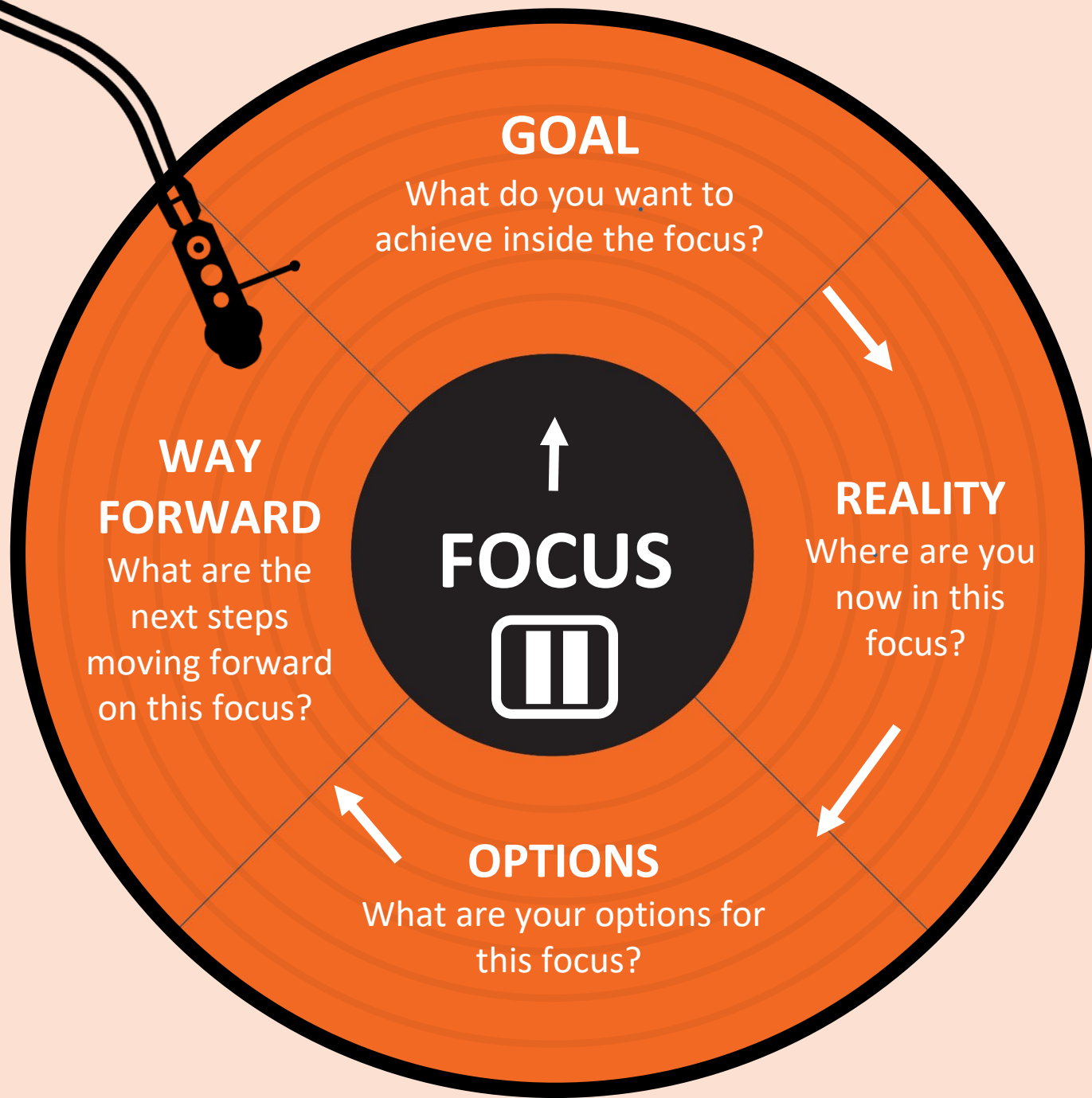
My team, peers, stakeholders







Me and my value



# GROW Coaching Model



# Add more GROW Coaching Questions specific to our situation

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

# Ideal coaching behaviours

1 = less than ideal coaching behaviours

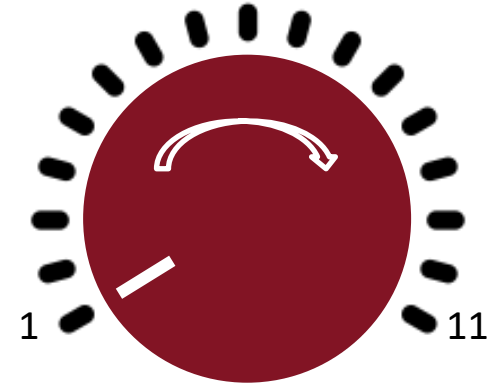
11 = Ideal coaching behaviours



"CHATTY"

ASKING QUESTIONS

QUESTIONS



ADVICE-Y/TELL

KEEN LISTENING

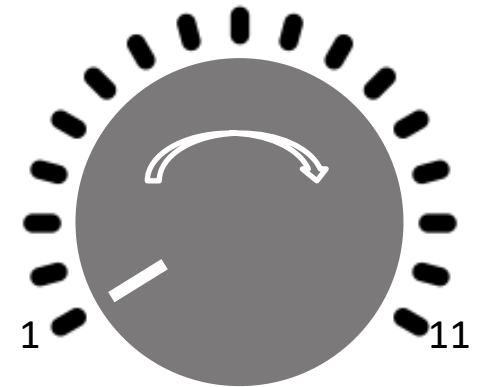
LISTENING



SURFACE

DEEPENING

INSIGHTFUL



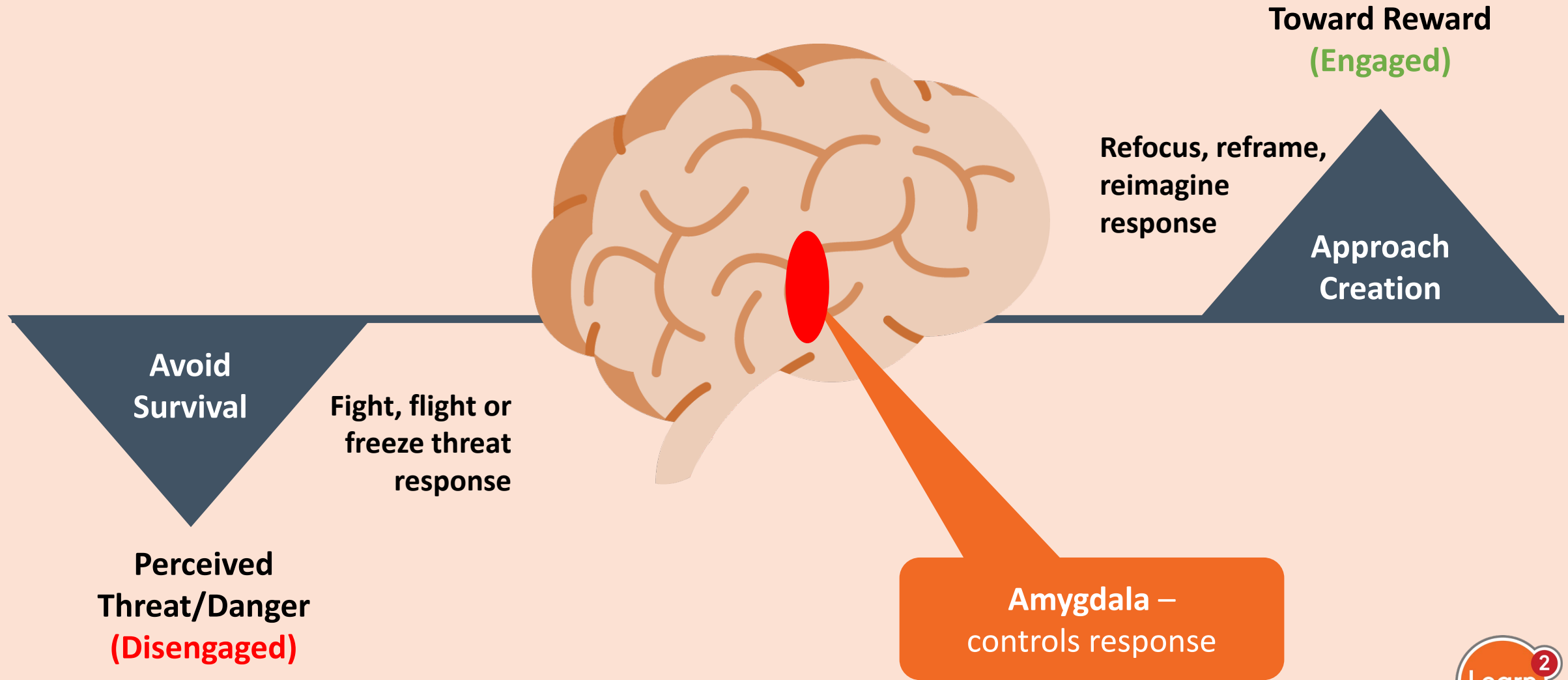
VAGUE

SPECIFIC

ACTIONABLE



# Toward reward, away from threat



## How to remember the most common perceived threats

S tatus

C ertainty

A utoonomy

R elatedness

F airness

Toward  
Reward

Away  
Threat

## Discover my triggers

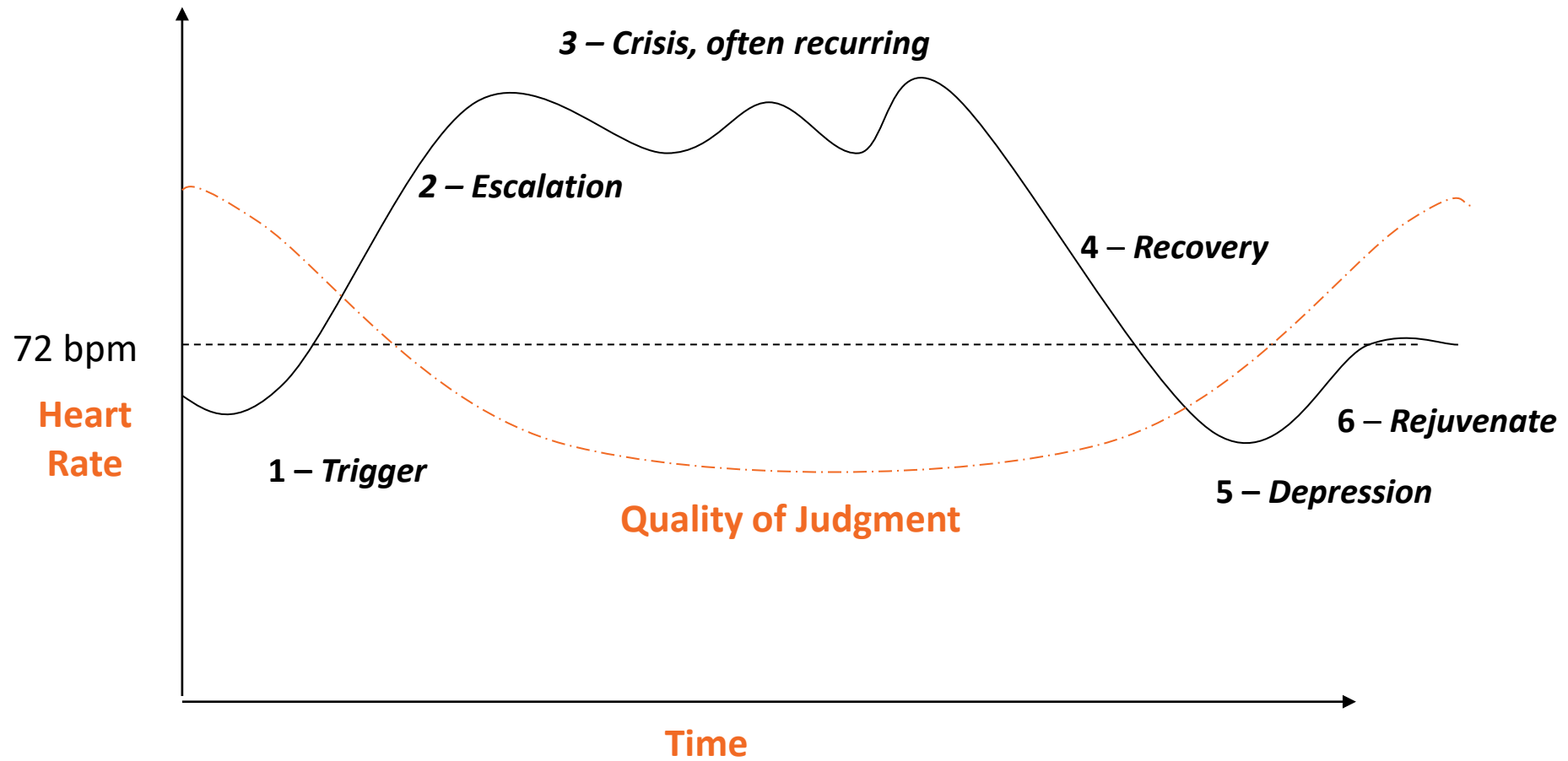
My Amygdala is triggered by a perceived threat to my:	An example for me is:
<b>Status</b>	
<b>Certainty</b>	
<b>Autonomy</b>	
<b>Relatedness</b>	
<b>Fairness</b>	
<b>Other</b>	

My Amygdala is triggered by a perceived threat to my:	An example for me is:
<b>Status</b>	<i>I chair our cross-functional meetings to assess new project requests. My leader just told me that I won't be chairing them any longer.</i>
<b>Certainty</b>	<i>Our team was restructured. I don't know who I report to.</i>
<b>Autonomy</b>	<i>I have monthly check-ins with my leader. They now want us to meet bi-weekly.</i>
<b>Relatedness</b>	<i>Ever since I changed BU, I am no longer included in my old team's activities.</i>
<b>Fairness</b>	<i>My leader didn't approve my request for Coaching as a PD opportunity, but they approved other team members' request</i>
<b>Other</b>	

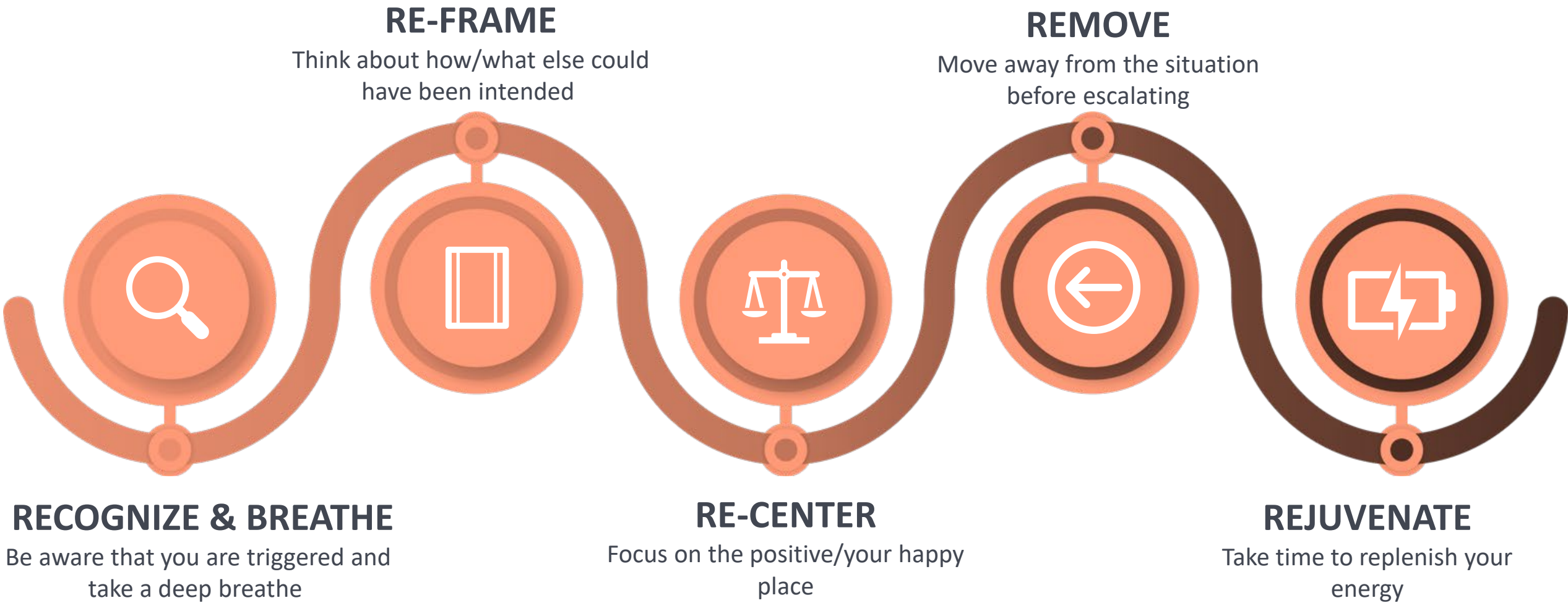




# Reaction Cycle



# How to deescalate/recover when triggered



## Approaches to conflict



Where am I in conflict?

My approach to conflict:

Their approach to conflict:

My strategy to resolve the conflict:






# EXAMPLE – Approaches to conflict



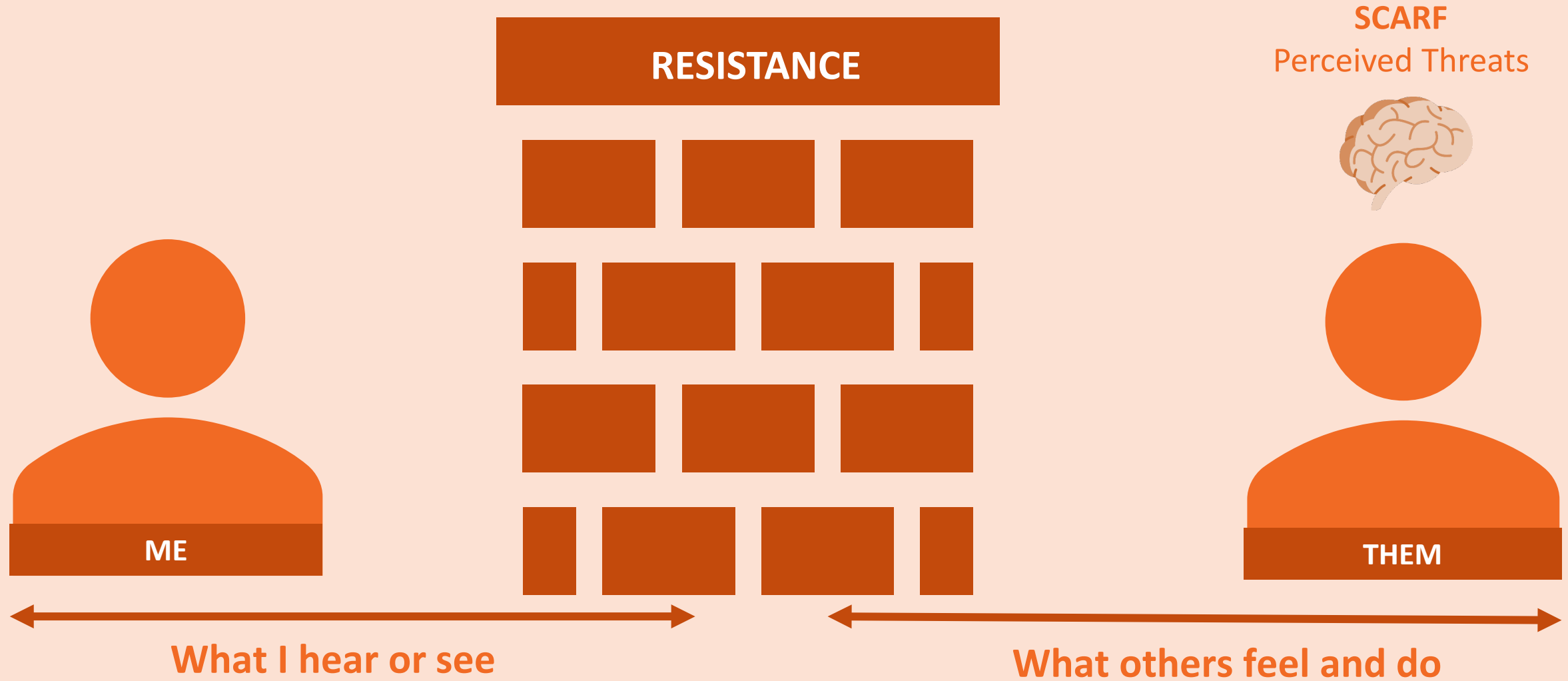
Where am I in conflict?	With manager in sales enablement department
My approach to conflict:	Accommodating
Their approach to conflict:	Competing
My strategy to resolve the conflict:	Spend time understanding the why



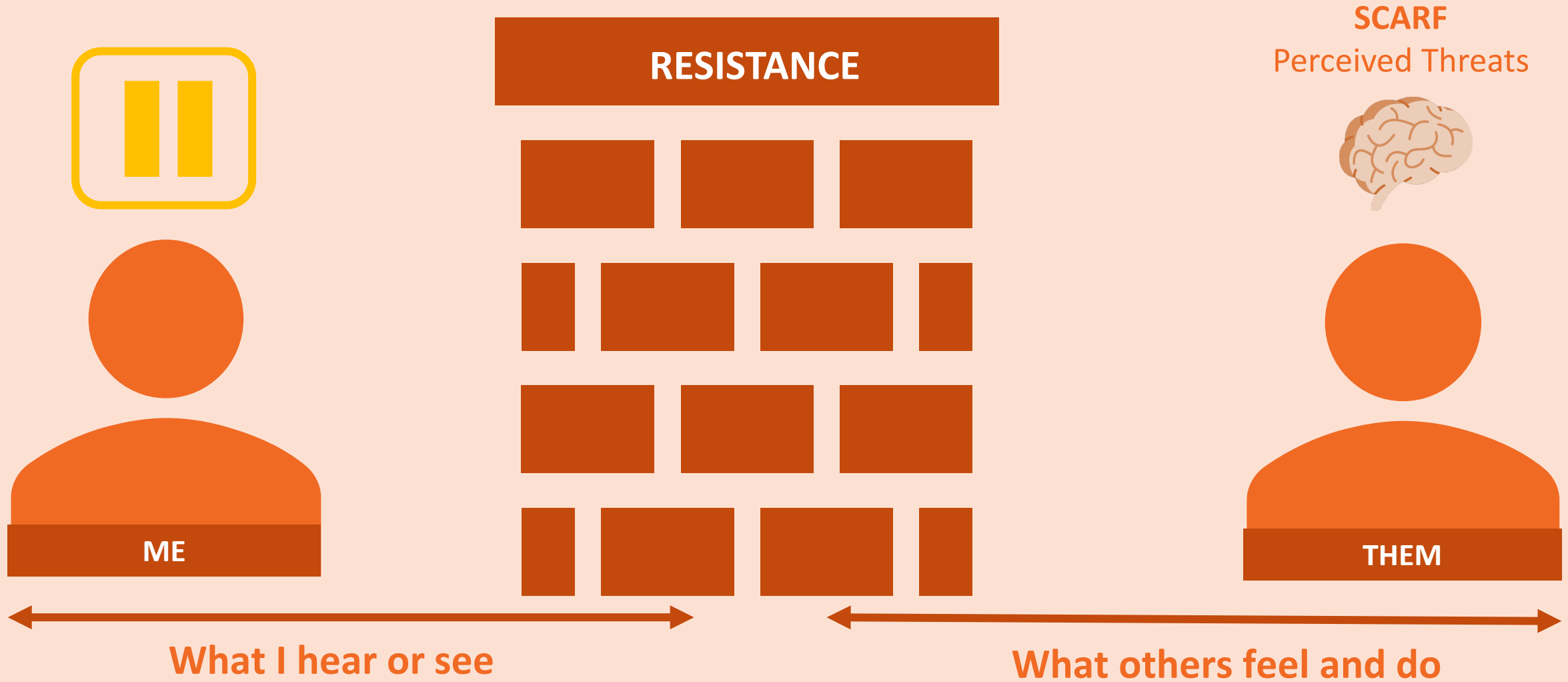
# How to resolve conflict

- 01 PAUSE**  
Breathe: Take a breath 
- 02 GOAL**  
Focus: Reflect on your intended goal 
- 03 REALITY**  
Say: Acknowledge the reality of your role in the conflict 
- 04 OPTIONS**  
Do: Identify options for collaboration 
- 05 WAY FORWARD**  
Regroup: Once implemented, revisit learnings together 

# Resistance separates me from my impact



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



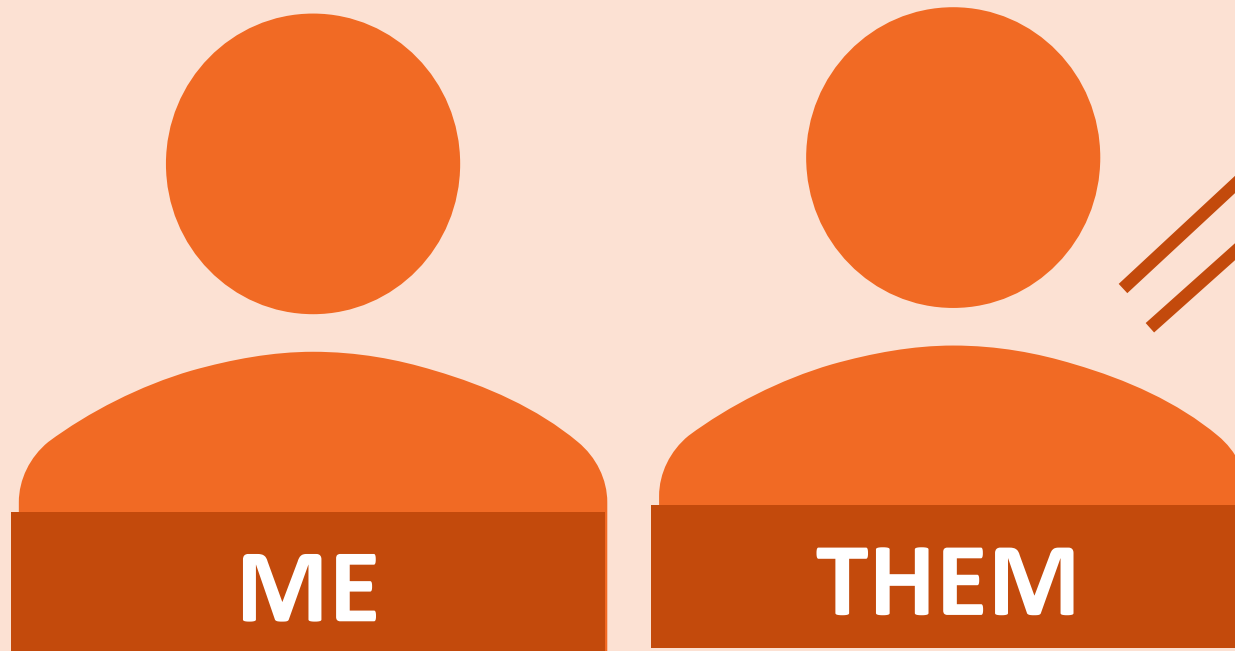
## Step 2: ACKNOWLEDGE to evaporate resistance





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

**Ask Way forward question to  
move them toward  
reward and away from threat**



**Sample questions:**

What would you recommend...?

How could you...?

What needs to be true...?

What could you do...?



*Way forward: What would need to be true to support project X?*



## Resistance I face

	Their Language	From whom
Most common resistance I face		
Most challenging resistance I face		
Resistance I will face to achieve my impact		



	Their language	From whom
<b>Most common resistance I face</b>	<i>I have too many priorities and can't get this done for Friday</i>	<i>Peer on my team (Michael)</i>
<b>Most challenging resistance I face</b>	<i>The scope of this project keeps changing and I don't know that my priority should be</i>	<i>An engineer on my project</i>
<b>Resistance I will face to achieve my impact</b>	<i>This has always been this way, why do we need to change it</i>	<i>My Sr. Leader</i>



## Embracing Resistance – Template

What is the actual language of the resistance?  
How they say it to me:

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

<input type="radio"/> Status <input type="radio"/> Certainty <input type="radio"/> Autonomy <input type="radio"/> Relatedness <input type="radio"/> Fairness	Notes:
--	--------

<b>Step 1</b> PAUSE	<b>Step 2</b> Acknowledge their world  Best practice includes a minimum of 5 acknowledgement-focused statements where you acknowledge them, their work, and their world.	<b>Step 3</b>  Ask an open-ended Way Forward question starting with 'What' or 'How'  AVOID asking about the resistance as that is just the amygdala's reaction and not real.
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Acknowledge	
1.	
2.	
3.	
4.	
5.	

Way Forward Question

**Sample questions:**  
What would you recommend...?How could you...?

What needs to be true...? What could you do...?



## Embracing resistance - Application

What is the actual language of the resistance? How they say it to me:
<p><i>Changing the project lead this late in the game will cost us three weeks</i></p>

What is likely their perceived SCARF threat? Check the one that applies:	
<ul style="list-style-type: none"> <li><input checked="" type="radio"/> Status</li> <li><input type="radio"/> Certainty</li> <li><input type="radio"/> Autonomy</li> <li><input type="radio"/> Relatedness</li> <li><input type="radio"/> Fairness</li> </ul>	Notes: <p><i>She wants to see this project through as it will give her good visibility in the business and is resistant to giving up the lead</i></p>

<b>Step 1</b>  PAUSE	<b>Step 2</b> Acknowledge their world  Best practice includes a minimum of 5 acknowledgement-focused statements where you acknowledge them, their work, and their world.	<b>Step 3</b>  Ask an open-ended Way Forward question starting with 'What' or 'How'  AVOID asking about the resistance as that is just the amygdala's reaction and not real.
----------------------------	---	--



- | Acknowledge   |
|---|
| <i>1. You always have a great perspective on our challenges</i>         |
| <i>2. You are currently leading our most important project</i>          |
| <i>3. You are managing both work and home –schooling at this time</i>   |
| <i>4. You saved us when you came up with the solution for project Y</i> |
| <i>5. You care about the client experience first and foremost</i>       |

Way Forward Question
<p><i>What would need to be true for the smoothest transition ?</i></p>

**Sample questions:**

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



ALBUM

# Module 4: The Power of Peers

By Learn2

2021 • 4 songs • 3.5 hours

PAUSE



#		TITLE		
1	♡	Proactive Prep	00:08:00	
	🔊 ♡	Module 4	02:00:00	
3	♡	Accountability Partners and Challenges	00:30:00	
4	♡	Triad Impact Coaching	00:30:00	

**OLD**

**Stability**

**Certainty**

**Simplicity**

**Clarity**

**Comfort**

**VUCA**

**Volatility**

**Uncertainty**

**Complexity**

**Ambiguity**

**Discomfort**

**How to manage**

**Vision**

**Understanding**

**Clarity**

**Agility**

**Action**



## What leadership challenge do you face as a consequence of VUCA?

My leadership challenge is:

VUCA the solution	Specific action I will take to address my challenge
VISION – Collaborating inclusively within and across business units	
UNDERSTANDING - Developing capabilities within and across business units	
CLARITY - Finding solutions to generate clarity within and across business units	
AGILITY – Creating change within and across business units	

## EXAMPLE – Leadership challenge as a consequence of VUCA

<p><b>My leadership challenge is:</b></p>	<p><i>Some team members don't understand how this project connects to the Strategic Priorities</i></p>
<p><b>VUCA the solution</b></p>	<p><b>Specific action I will take to address my challenge</b></p>
<p>VISION – Collaborating inclusively within and across business units</p>	<p><i>Connect with Sarah in Finance and Shabaz my Engineer to get their diverse perspectives the relevance of this project for their respective teams</i></p>
<p>UNDERSTANDING - Developing capabilities within and across business units</p>	<p><i>Get Sarah and Shabaz to share a 1 min video on our next team meeting</i></p>
<p>CLARITY - Finding solutions to generate clarity within and across business units</p>	<p><i>Invest 15 min with Ralph (my biggest challenge) asking questions on what holes he sees in this project</i></p>
<p>AGILITY – Creating change within and across business units</p>	<p><i>Assign a different person each week to report on the connection of this project to their department</i></p>

## BrainTrust Best Practice

### What are BrainTrusts?

BrainTrusts combine the collective experience of 4-6 leaders in a peer mentoring circle to identify the way forward for business challenges in 30 minutes.

### Why BrainTrusts?

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

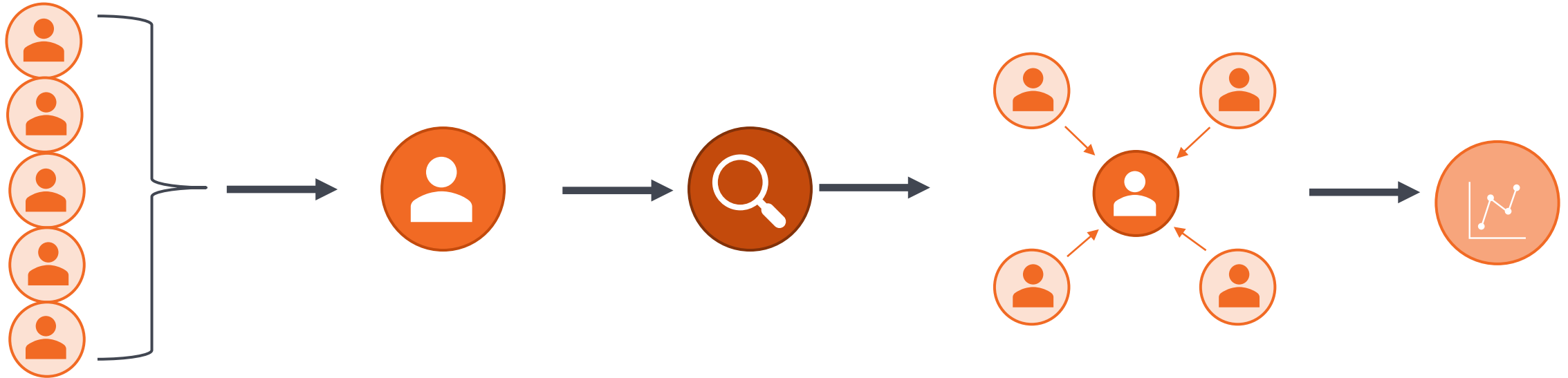
### Tips for BrainTrusts

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

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



# BrainTrust - Peer Mentoring Circle - 30 min



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



## Step 1 - Define a challenge I most want to solve - 5 minutes

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

# EXAMPLE – Step 1 Define challenge

	Define Challenge	Share Challenge
	2 minutes	1 minute each
<p><b>Problem</b> - Describe the challenge for me/my team</p> <p><b>Opportunity</b> – How could solving the challenge impact the business?</p> <p><b>Why</b> - is this important to achieve your impact?</p>	<p><b>Challenge statement</b> Complete the statement</p> <p><i>Problem – I am working on a project where I need input from a cross-section of team members. When I request feedback, I don't get it by that deadline.</i></p> <p><i>Opportunity – Solving the problem would reduce the time I waste chasing people; it would reduce the level of frustration and ensure everyone's perspective is considered</i></p> <p><i>Why - Receiving the feedback on time ensures that the launch date is not compromised.</i></p>	<ul style="list-style-type: none"> <li>• Take turns sharing your challenge</li> <li>• One team member summarize in chat</li> </ul>



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

### Choose one challenge to solve

#### 2 minutes to choose

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

### Share

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

## Step 3- Clarify with questions - 5 minutes

Ask clarifying questions	Clarify your understanding with questions
<p style="text-align: center;"><b>5 minutes of questions</b></p>	<p><b>Practice GROW coaching questions</b></p>
<ul style="list-style-type: none"> <li>• What is your reality?</li> <li>• What options already attempted?</li> <li>• What options do you see now?</li> <li>• What consequences?</li> <li>• What obligations exist?</li> <li>• How does solution align with strategic priorities?</li> <li>• What could you live with?</li> </ul>	<ul style="list-style-type: none"> <li>• What's happening now? Describe the situation</li> <li>• What are some possible causes?</li> <li>• How does it impact you? Others? Overall performance?</li> <li>• What have you done about it so far?</li> <li>• What happens if no action is taken?</li> </ul>



## Step 4 - Share experiences - 7 minutes

### Share experiences

#### 7 minutes of sharing experiences

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

### Sharing your lived experience

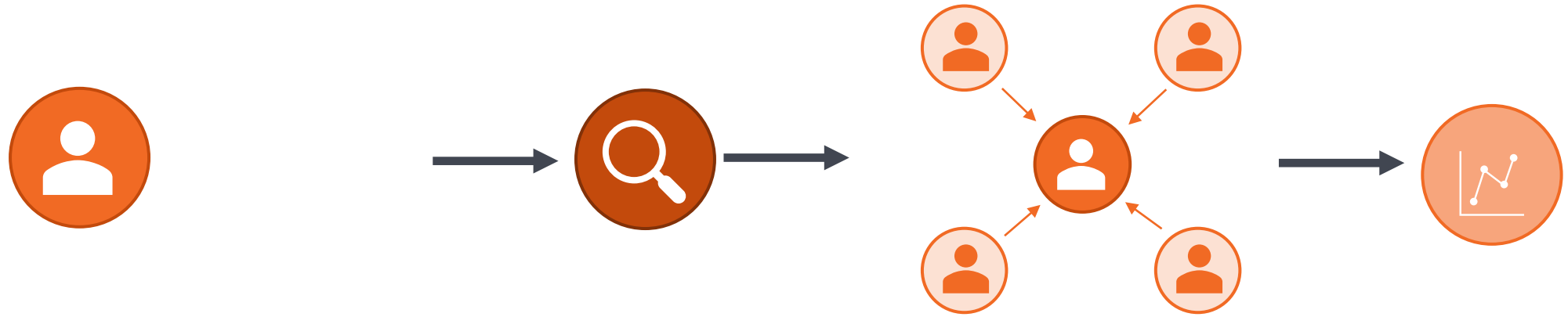
- Share relevant real-life experiences
- Share what has worked for you
- Share approaches you’ve attempted even if they did not work
- Listen for your challenge
- Everyone takes away what is useful for them
- Practice WYSIITMB when layering onto shares
- Practice PAUSE when replying

## Step 5 - Commit to action - 5 minutes

Commit to action	Sharing accountability for action
<p><b>5 minutes to determine action</b></p>	<p><b>Support challenge owner to get specific actions</b></p>
<ul style="list-style-type: none"> <li>• Identify specific actions</li> <li>• How could you measure success?</li> <li>• What support do you want to be held accountable? From whom?</li> </ul>	<p><b>Questions to ask them:</b></p> <ul style="list-style-type: none"> <li>• What is your preferred approach and why?</li> <li>• What is the best way to take massive action?</li> <li>• What action is smallest, easiest, most productive?</li> <li>• What obstacles might you expect? How could prevent?</li> <li>• When are you going to start?</li> <li>• What support do you want from us?</li> <li>• Who do you want as an accountability partner?</li> </ul>

# BRAINTRUST A – Focus - 18 min

Call a few friends and announce the challenge you want help with

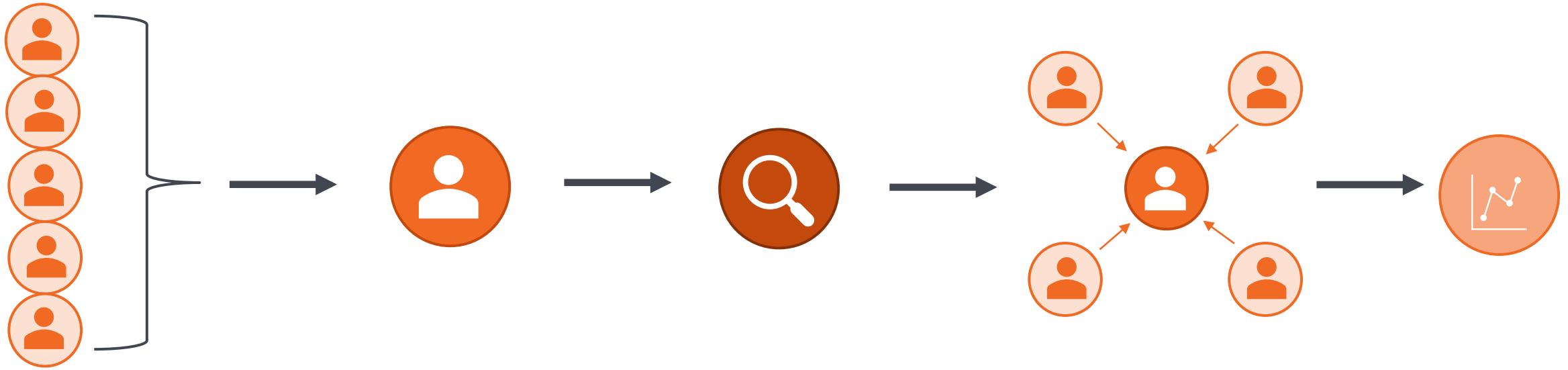


1. Share your challenge	2. Ask clarifying questions	3. Share experiences	3. Commit to action
1 min each share – using POW	5 min of questions	7 min sharing experiences	5 min to determine action
<p><b>Problem</b> - My version of the challenge for me/my team</p> <p><b>Opportunity</b> - What are the possibilities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



# BRAINTRUST B & C – Impact & Theme - 30 min

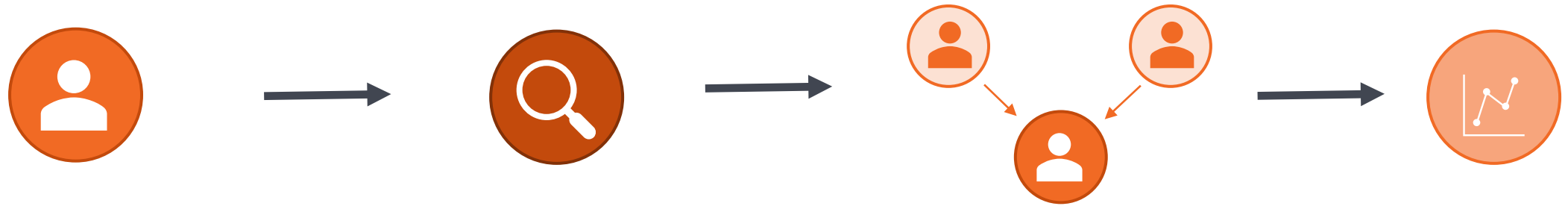
Participants focus on a pre-determined topic identified together or by the organizer of the BrainTrust



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

# BRAINTRUST D- Individual Reporting – 30 min

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



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





**CURIOSITY** DEEPLY LISTEN SPEAK

QUESTION UNARGUABLY BELIEFS



↑ OPEN CURIOUS COMMITTED TO LEARNING



WHERE AM I?

**WINNING!**

PLAY



COMMITTED TO BEING RIGHT DEFENSIVE CLOSED



RIGHT MONEY NOT ENERGY LOVE ENOUGH SPACE STORY



OVERWHELMED



APPROVAL



CONFLICT



SECURITY



FAULT AND BLAME

CONTROL

RATIONALIZE AND JUSTIFY

GOSSIP



## Results-based versus reasons-based conversations



### Behaviours

Ownership  
Accountability  
Responsibility

### Asks how we could?

Oriented to the future  
Developing  
Growing others  
Creating outcomes

### Sounds like

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

### Actions

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



### Behaviours

Blame  
Excuses  
Denial

### Asks why you did?

Oriented to the past  
Judging  
Disengaging others  
Creating victims

### Sounds like

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

### Actions

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



Results

1. *Given the challenges we are facing, **how could we** re-prioritize our tasks?*
2. *Yes, **and** we could work with our internal audit team to help us identify the risks in doing it this way.*
3. *What **needs to be true** for us to show impact on the business?*
4. *How **would** these changes to the report be a value-add for your team?*
5. *What **else** could we do?*



Reasons

1. *Given the challenges we are facing, **we can't** complete our tasks.*
2. *Yes **but** there are risks.*
3. *They **should** see the impact that we are having on the business.*
4. *Why **can't** they just use the report we give them?*
5. *They **won't** be interested in listening to my perspective. I tried before.*



## Leadership Triangle



- Naturally Approach
- My leadership development plan
- Blind spots
- Listening
- My leadership

- Acknowledging Others
- Engaging others
- Coaching
- SCARF
- Conflict
- Embrace Resistance
- Above & Below the line
- BrainTrusts

- Your Impact
- VUCA
- Quantifying impact



ALBUM

# Module 5: The Power of Impact

By Learn2

2021 • 4 songs • 3.5 hours

PAUSE

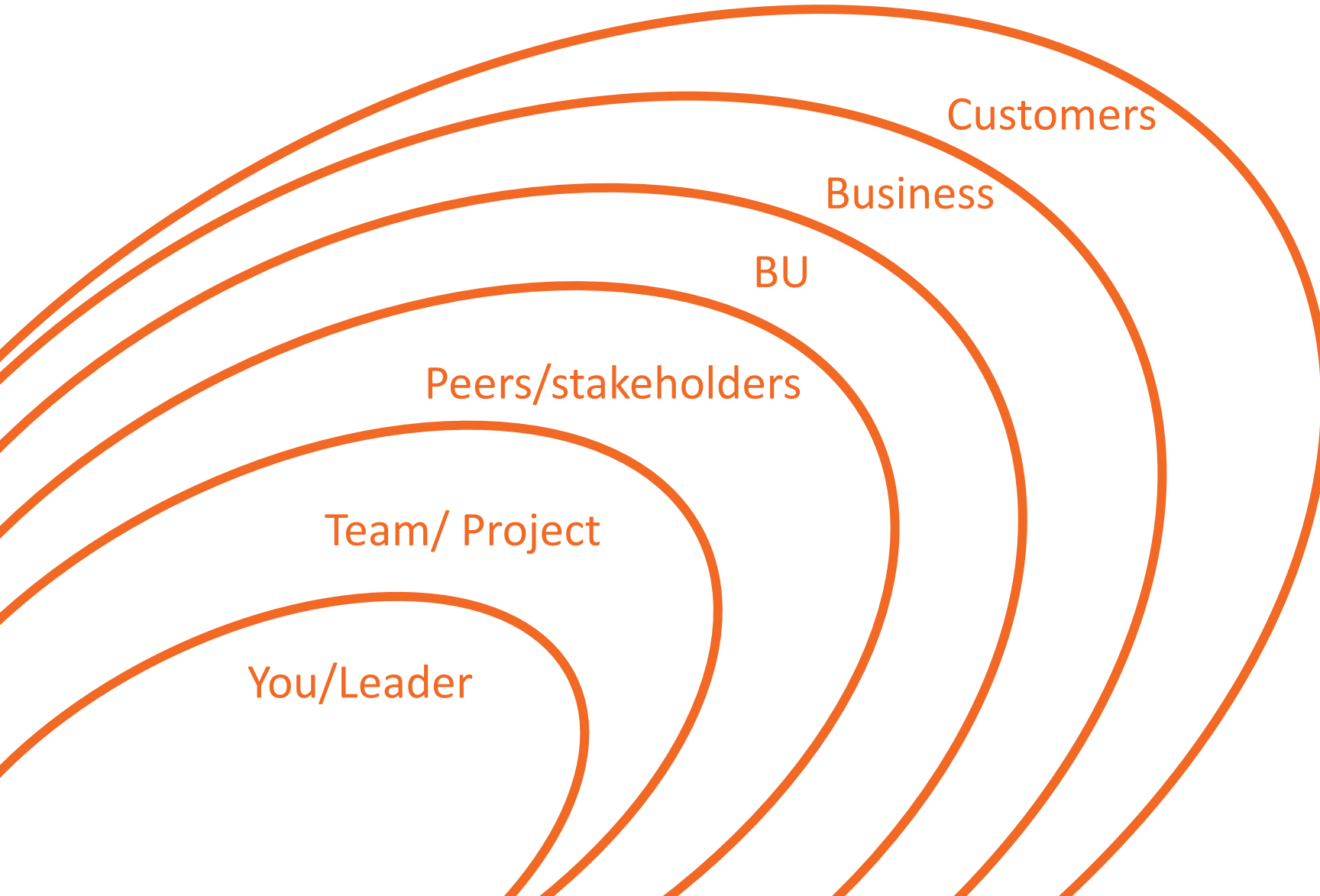


#		TITLE		
1	♡	Proactive Prep	00:08:00	
	🔊 ♡	Module 5	02:00:00	
3	♡	Accountability Partners and Challenges	00:30:00	
4	♡	Triad Impact Coaching	00:30:00	

Can continue – ask me more

## Results of creating an impact

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



What resonates most with me and my leader?

**1. Improved Customer Experience**

**2. 70% change**

**3. Saved \$25K/quarter per person**

**4. Saved \$21 million/year**

## EXAMPLE – annualized impact and ripple effects

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

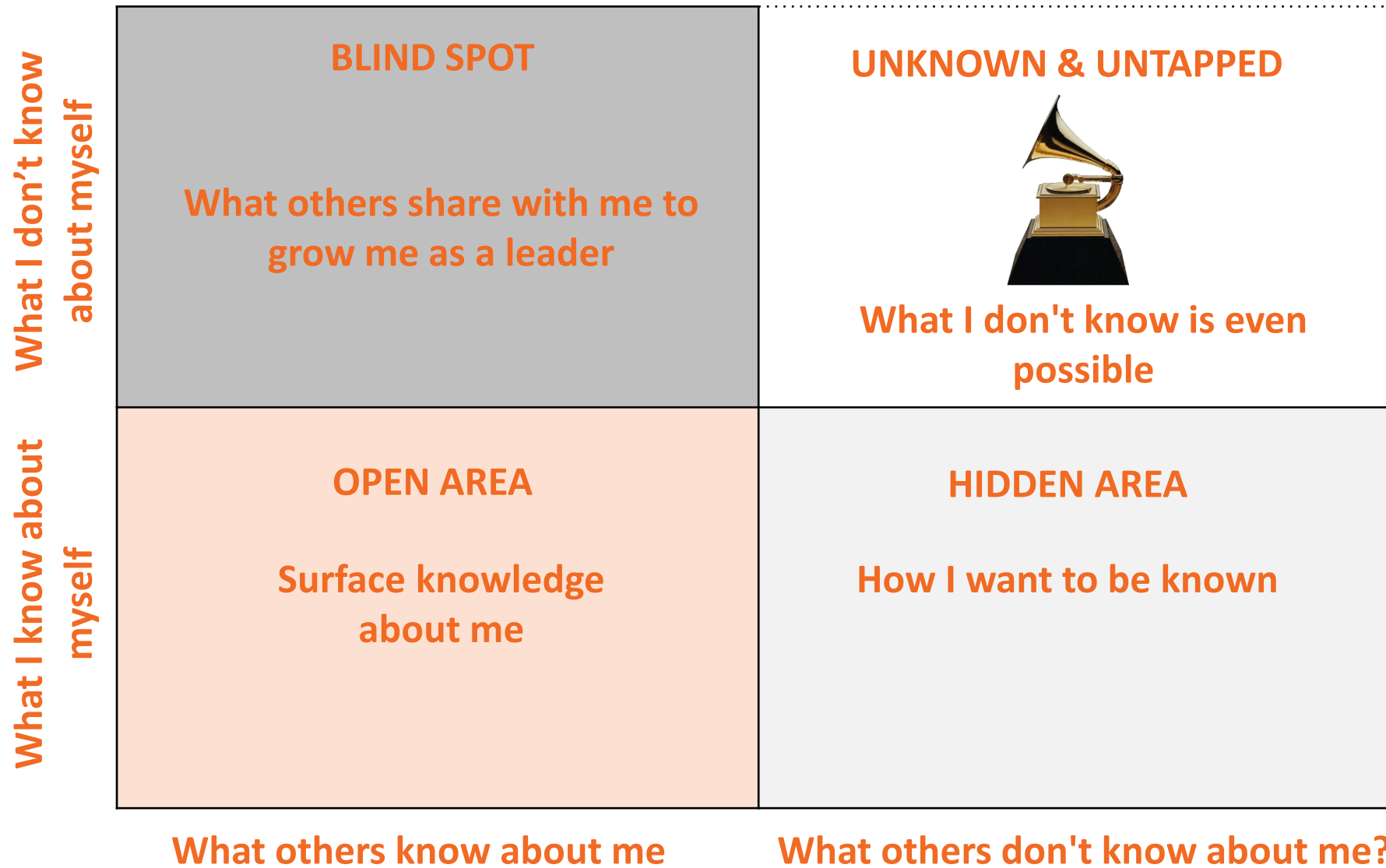
**Total ROI = 208K**



## My annualized impact and ripple effects

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

# Johari Window



# My vision for myself 3-5 years from now

**Me as a leader**



**My teams/stakeholders**

**My business impacts**



## Me as a leader

- *I will have stepped into my power and place in the world by letting go of the fear that holds me back*
- *I will get my CPA designation*



## My teams/stakeholders

- *I will create the conditions for my team and others around me to be authentic and successful*

## My business impacts

- *I will sell \$3M in digital transformation products in the next 3 years*

I want to be known as an effective leader  
What are my top 3 development priorities?

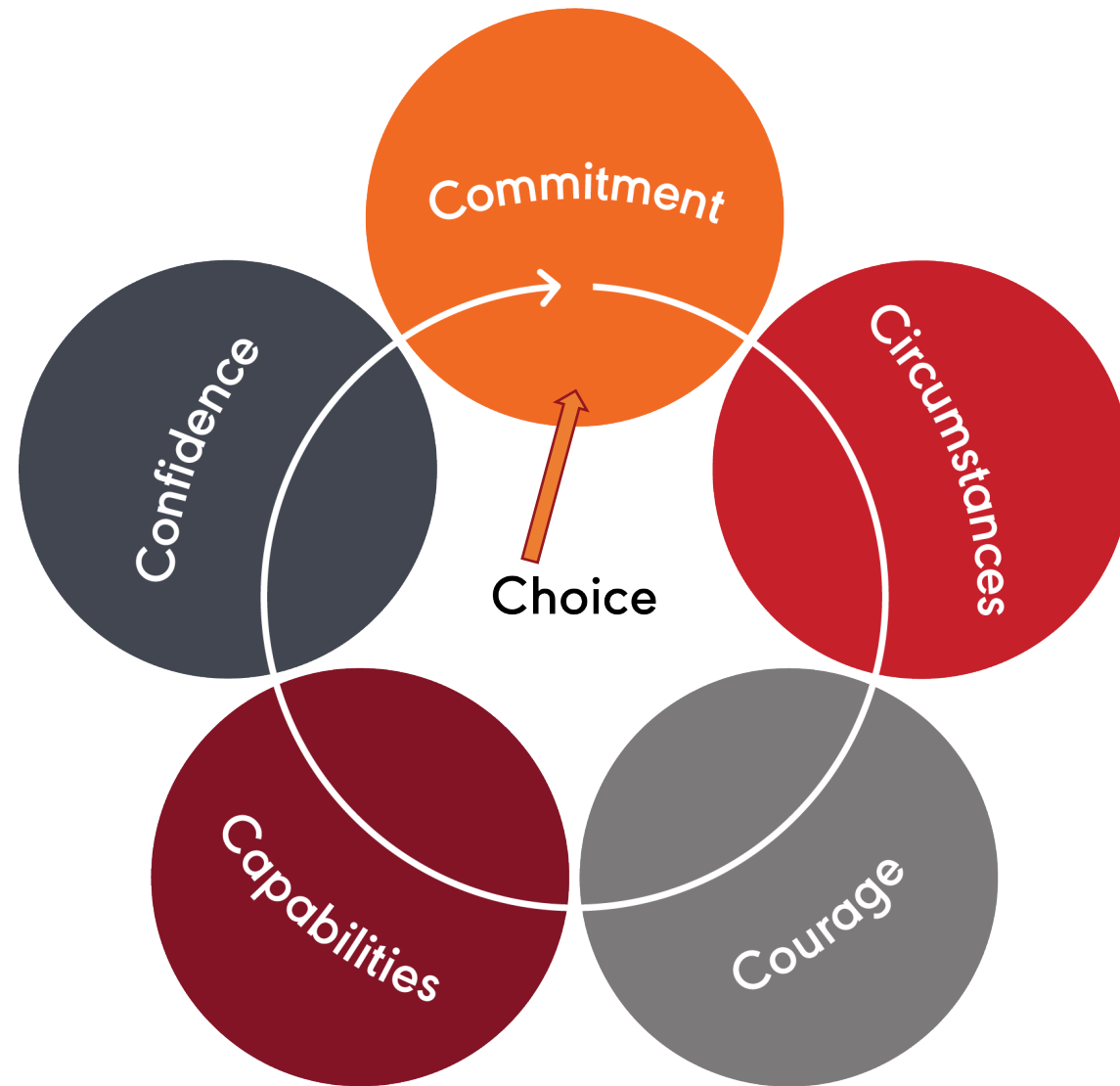


SKILL 1

SKILL 2

SKILL 3

# How leaders are developed



# My Commitments

To continue leading I commit to:	I will complete my commitments by:

## EXAMPLE – My Commitments

To continue leading I commitment to:	I will complete my commitment by:
<ul style="list-style-type: none"><li>• <i>Seeing my Impact Project through the completion</i></li></ul>	<ul style="list-style-type: none"><li>• <i>End of Q3</i></li></ul>
<ul style="list-style-type: none"><li>• <i>Resolving my conflict with Dao from Finance</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Next Friday</i></li></ul>
<ul style="list-style-type: none"><li>• <i>Revise my Development plan</i></li></ul>	<ul style="list-style-type: none"><li>• <i>End of Q1</i></li></ul>
<ul style="list-style-type: none"><li>• <i>I will find a sponsor to support my growth and development</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Next 2 weeks</i></li></ul>
<ul style="list-style-type: none"><li>• <i>I will enroll to be a Certified agile and SCRUM Master</i></li></ul>	<ul style="list-style-type: none"><li>• <i>End of Q2</i></li></ul>



## **My Impact Coaching with my Accountability Partner**

## My Accountability Partner Assignment



Name

Email

Mobile

Meeting times

### In my Breakout with my Accountability Partner:

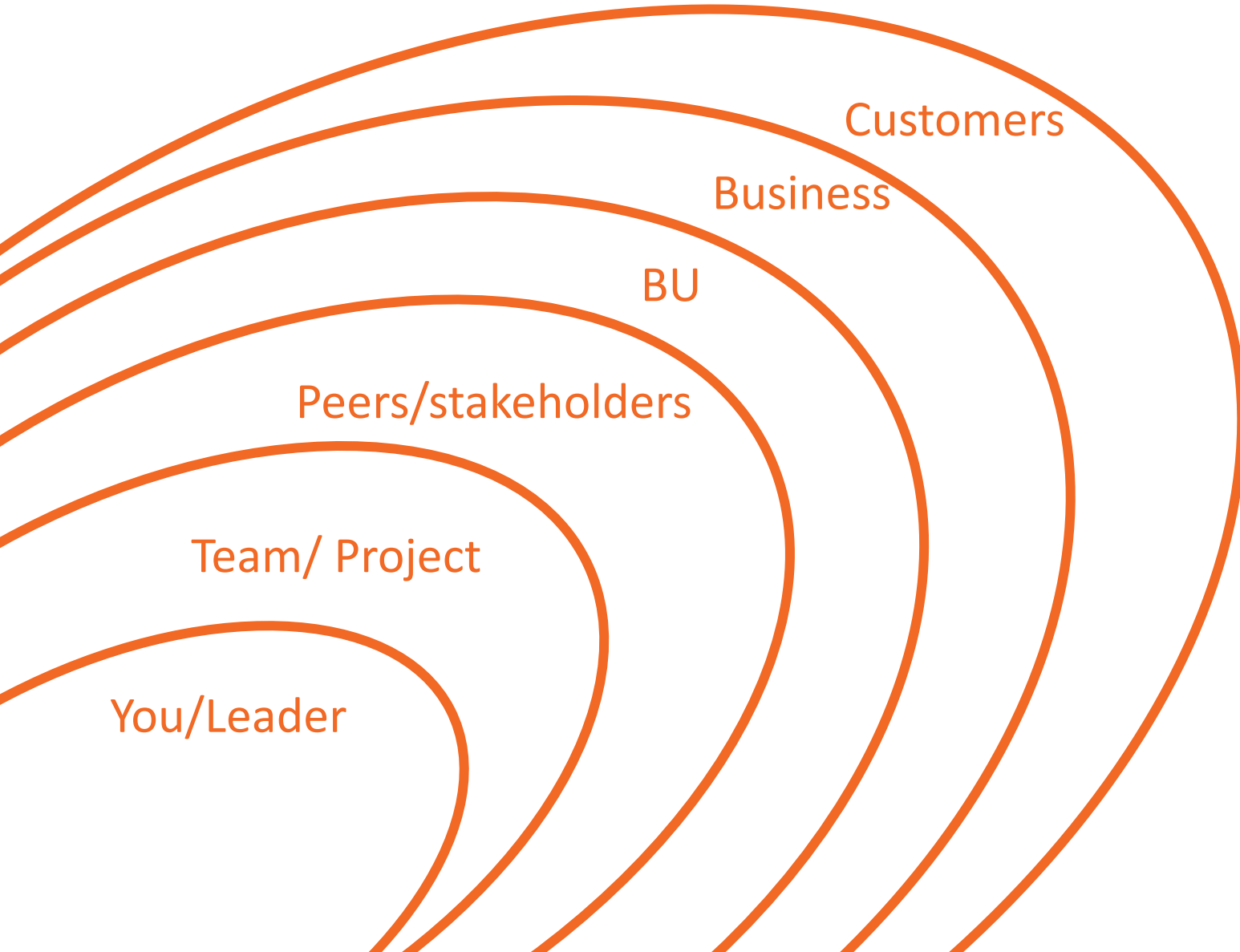
1. Get the contact details of my Accountability Partner
2. Pick a time that works for both partners and enter your name on ideaboardz
3. Schedule a 1-1 meeting directly with your Accountability Partner before your coaching session to discuss career and development goals

### Following today's module:

1. Actively apply skills and concepts from Module 1
2. Meet up with your Accountability Partner to get to know more about each other and establish your “check in” cadence

# What new permanent solution could I implement within the next quarter?

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

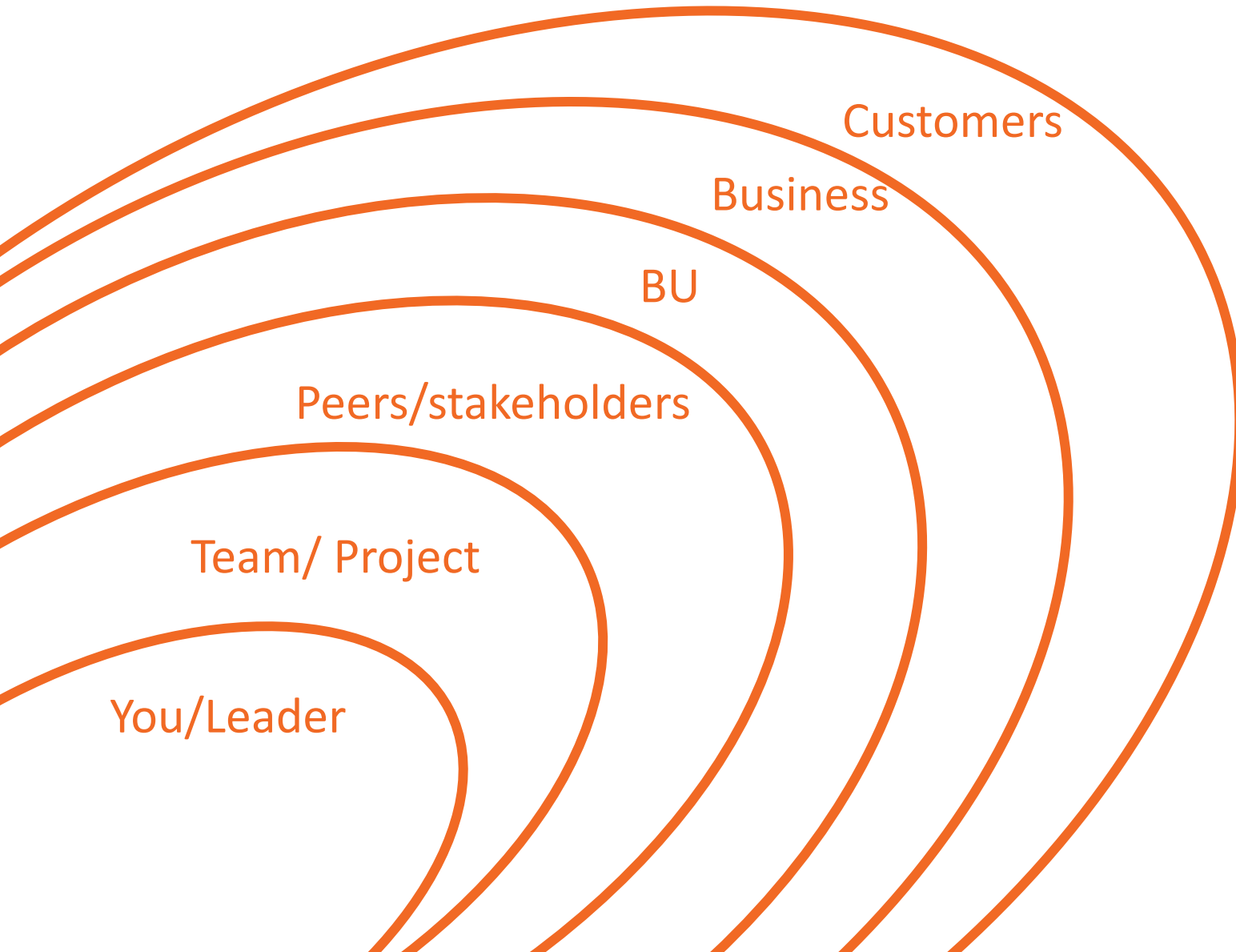


## Possible Impacts



# EXAMPLE – What new permanent solution could I implement in the next quarter?<sup>88</sup>

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



## Examples

Reduce turnaround time for network facility checks

Increase sales of digital transformation product

Create a lessons learned repository to eliminate same mistakes saving time

Improve service assurance data quality

Improve Information Security streaming reporting

Reduce time wasted in meetings and make process more effective

# MY IMPACT PROJECT

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

## 1 IMPACT

*I want to impact*

*As measured by*

*Using the following assumptions*

## 2 ME: How I will personally show up differently as a leader? (Eg. Mindset, communication, confidence)

1.

2.

3.



## MY TEAMS/STAKEHOLDERS: What actions will I take differently? (Eg. people, process, tools, etc.)

## 3

1.

2.

3.

## 1 IMPACT

*I want to impact*

**Speed up grievance management**

*As measured by*

**Reduce grievance timelines by 10% with an annual savings of \$125K**

*Using the following assumptions*

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

## 2

**ME: How I will personally show up differently as a leader?** (Eg. Mindset, communication, confidence)

- 1. Remain confident and calm when faced with resistance*
- 2. Find champions across teams and proactively communicate the benefits of the project*
- 3. Lean into conflict to find a win-win solution*



**MY TEAMS/STAKEHOLDERS: What actions will I take differently?** (Eg. people, process, tools, etc.)

## 3

- 1. Align with my leader and keep them updated monthly on progress*
- 2. Report metrics/ROI of impact project to leaders, peers, stakeholders*
- 3. Arrange time monthly to brief management and improve their knowledge of pending grievances*

# Coaching 1

## From this day forward – Possible areas for discussion

- What did you learn most about yourself from Power of Communication?
- What kind of impact is possible?

## Coaching 2

### Defining Impact – Possible areas for discussion

- What impact are you committing to?
- What could the results be?
- Who else needs to know?



## Coaching 3

### **Making Progress– Possible areas for discussion**

- Has your impact changed? If so, what is the new impact
- What traction are you getting?
- What resistance do you need to embrace?

# Other Notes