

ARTIST 

# Leadership Foundations

PLAY

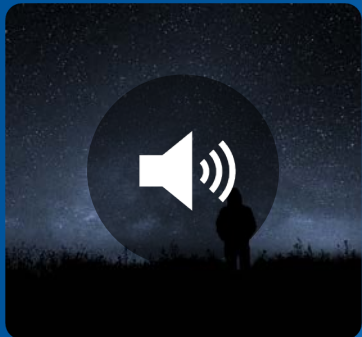
FOLLOWING OVERVIEW

FANS ALSO LIKE

ABOUT

CONCERTS

## Latest Releases



Module 1: Power of You



Module 2: Power of Connection

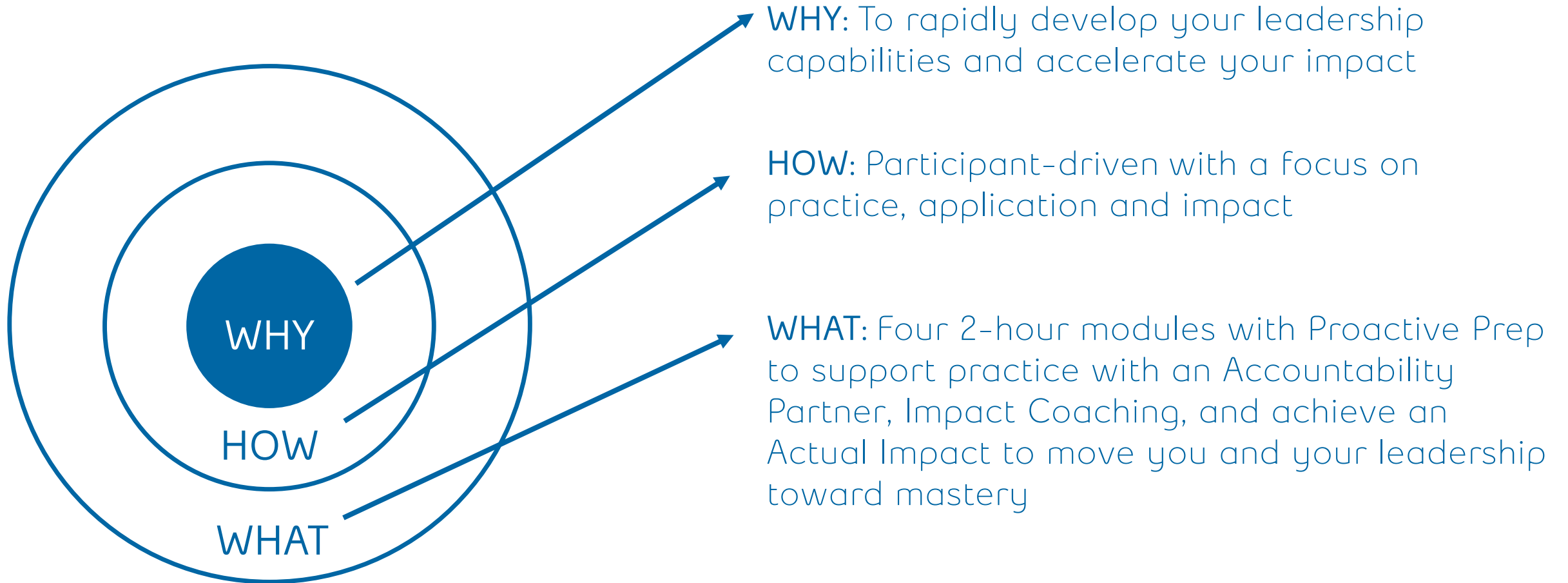


Module 3: Power of Peers



Module 4: Power of Impact

# Leadership Foundations



## People Leaders: Learning Outcomes

LEAD IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS SITUATIONS

CONNECT DEVELOPMENT OPPORTUNITIES TO YOUR BUSINESS PRIORITIES

ENGAGE STAKEHOLDERS EFFECTIVELY

EXPAND YOUR LEVEL OF SELF-AWARENESS

DEVELOP TEAM MEMBERS AND STAKEHOLDERS THROUGH FEEDBACK  
AND COACHING

CHALLENGE BEHAVIOURS THAT FAIL TO REINFORCE OUR VALUES

RESPOND DIFFERENTLY WHEN STATUS, CERTAINTY, AUTONOMY, RELATEDNESS  
AND FAIRNESS GET THREATENED (SCARF)

## Professionals: Learning Outcomes

LEAD IN VOLATILE, UNCERTAIN, COMPLEX AND AMBIGUOUS SITUATIONS

CONNECT DEVELOPMENT OPPORTUNITIES TO YOUR BUSINESS PRIORITIES

ENGAGE STAKEHOLDERS EFFECTIVELY

EXPAND YOUR LEVEL OF SELF-AWARENESS

DEVELOP CONTRIBUTORS AND STAKEHOLDERS THROUGH FEEDBACK  
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RESPOND DIFFERENTLY WHEN STATUS, CERTAINTY, AUTONOMY, RELATEDNESS  
AND FAIRNESS GET THREATENED (SCARF)



ALBUM

# Module 1: The Power of You

By Learn2

2020 • 4 songs • 3.5 hours

PAUSE



#	TITLE		
1	Proactive Prep	00:05:00	
	Module 1	2:00:00	
3	Accountability Partners and Application	1:00:00	
4	Triad Impact Coaching	00:45:00	

# 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

# EXAMPLE - WYSIITMB

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.

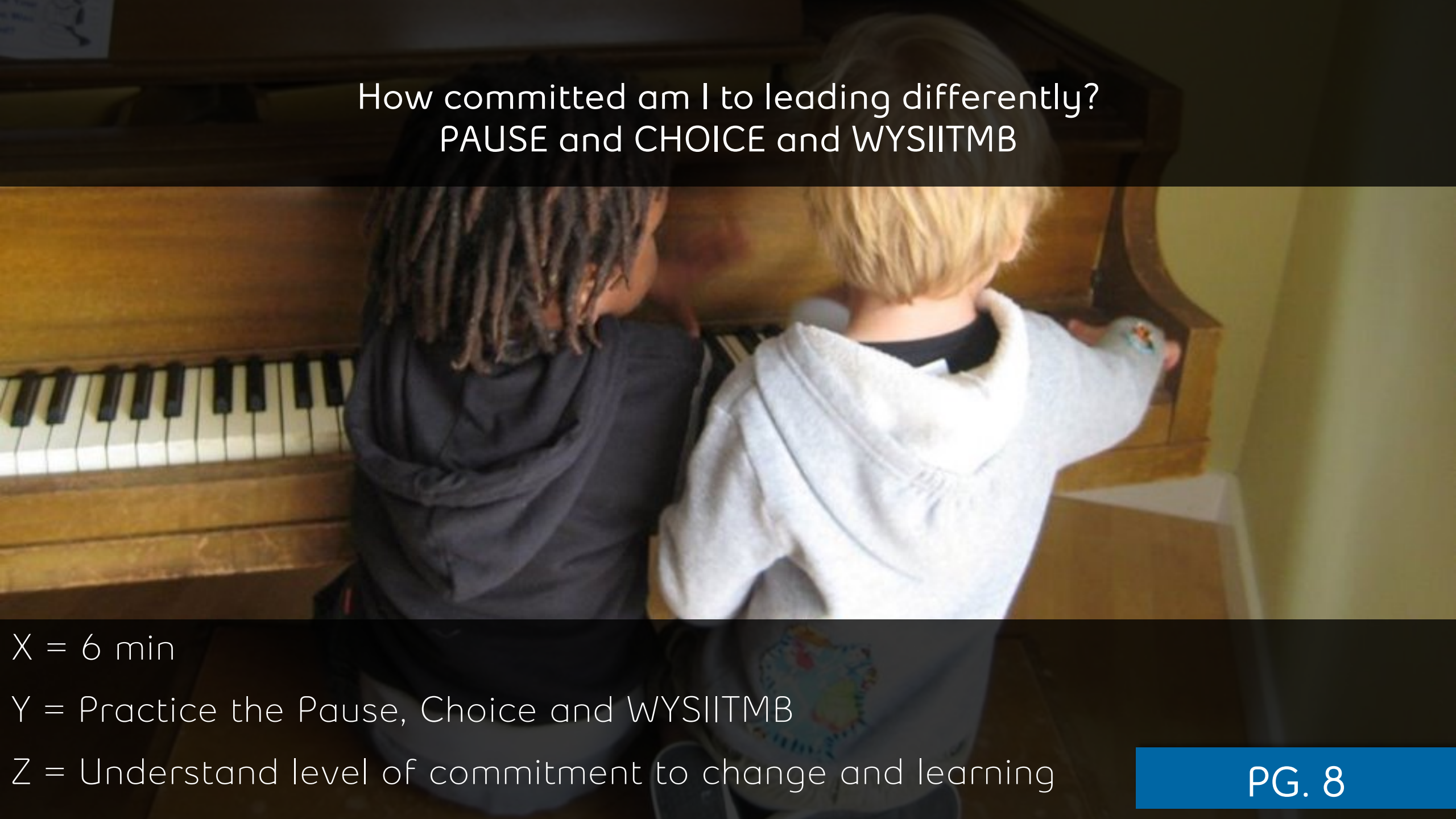
Sola: PAUSE...WYSIITMB I too wasn't sure what to expect. My leader told me that they see me as a leader and the course would help with my leadership development.

François: PAUSE...WYSIITMB...



B

Sola

A photograph of two young children sitting at a wooden piano. The child on the left has long dreadlocks and is wearing a dark hoodie. The child on the right has blonde hair and is wearing a light-colored hoodie. They are both looking towards the piano keys. The background is a plain wall.

How committed am I to leading differently?  
PAUSE and CHOICE and WYSIITMB

X = 6 min

Y = Practice the Pause, Choice and WYSIITMB

Z = Understand level of commitment to change and learning





## Debrief:

How did the pause, choice and WYSIITMB impact the quality of my conversation?

How was the outcome of the commitments?

What else did I learn?

# Development process

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

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

Mastery

## Conscious competence - Stage 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

# *EXAMPLE of Development process – Be a change agent*

## 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

The background features three identical dials arranged horizontally. Each dial has a needle pointing to the right and is surrounded by tick marks. Below each dial is a label: 'MUTE' in a light blue box, and 'CHOOSE 1', 'CHOOSE 2', or 'CHOOSE 3' in dark blue boxes. The overall color scheme is teal and blue.

I want to be known as an effective leader at Bell

What are my top 3 development priorities?

MUTE

11

CHOOSE 1

MUTE

11

CHOOSE 2

MUTE

11

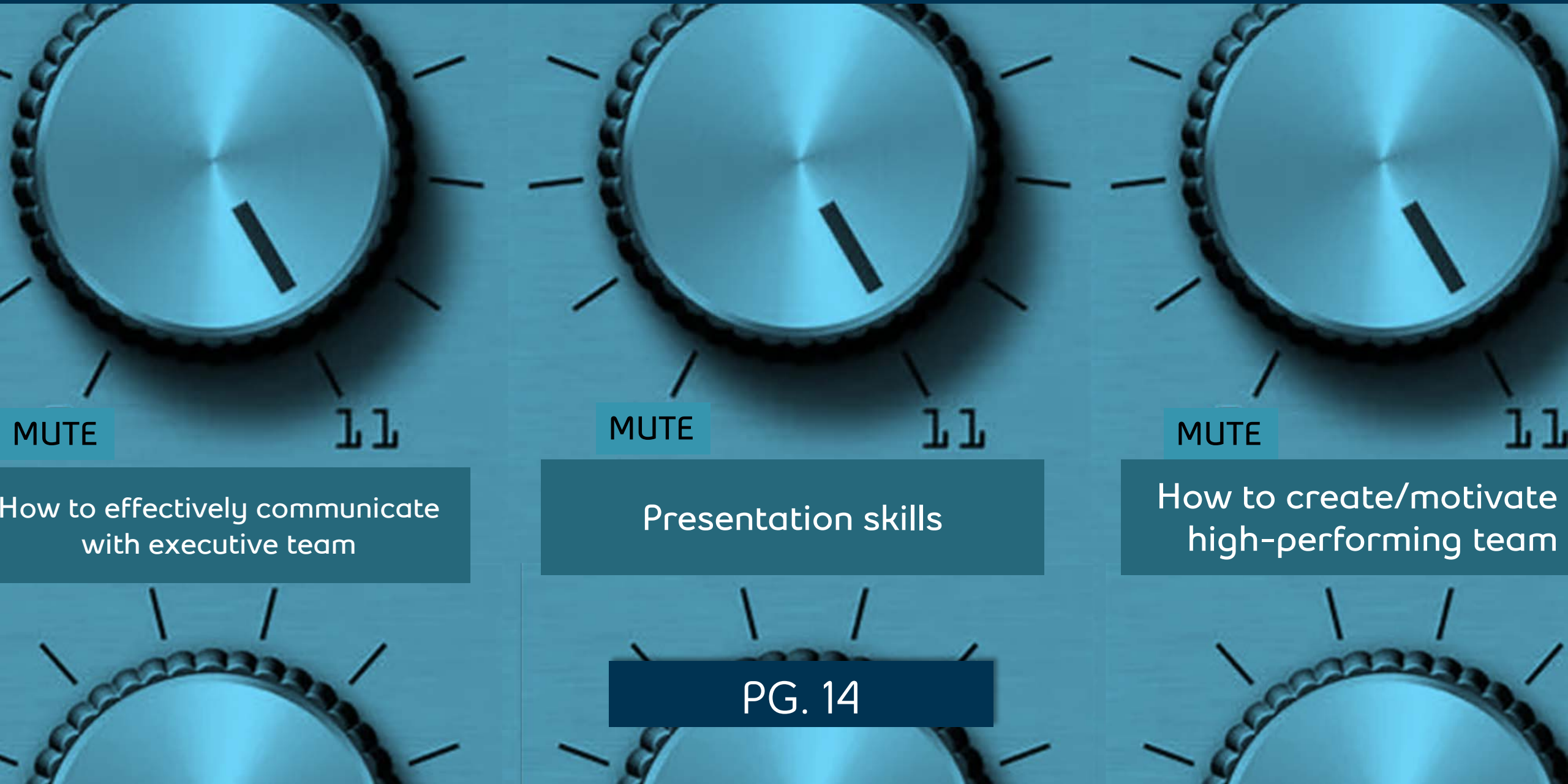
CHOOSE 3

PG. 12

# Bell Leadership Success Profile BLSP



*EXAMPLE – top 3 development priorities*



MUTE

How to effectively communicate with executive team

MUTE

Presentation skills

MUTE

How to create/motivate high-performing team

PG. 14

What are my top 3 development priorities

PG. 15



X = 8 min

Y = Reflect on my top 3 development priorities for my PGP

Z = I want to get known as an effective leader at Bell



Share in chat:  
What are my development priorities?  
What else did I learn?

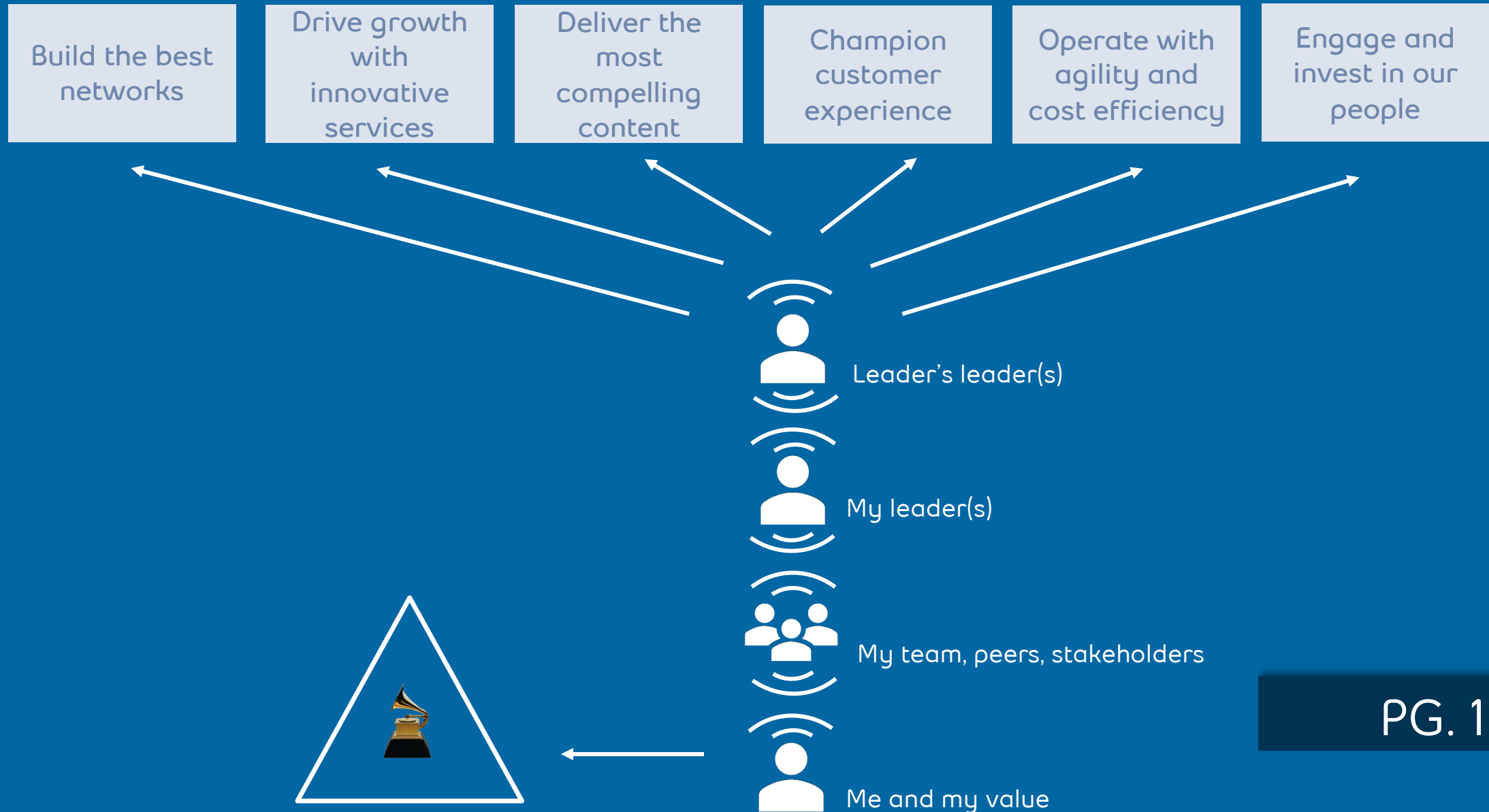


Leading at Bell



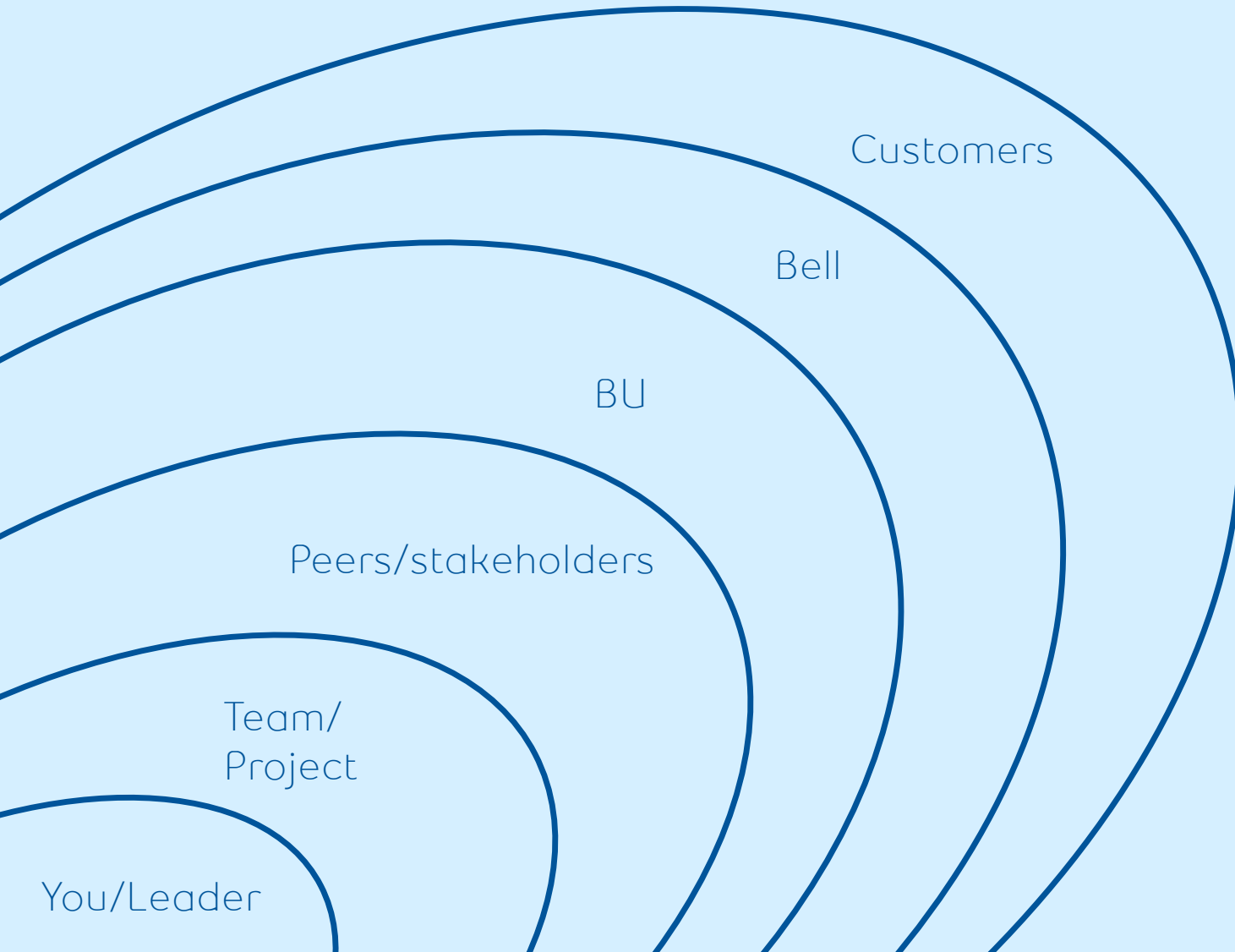
My business impacts

# Connect your impact to Strategic Imperatives



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

1. Productivity/efficiency 2. Revenue gain 3. Cost savings 4. Retention/satisfaction 5. Customer value

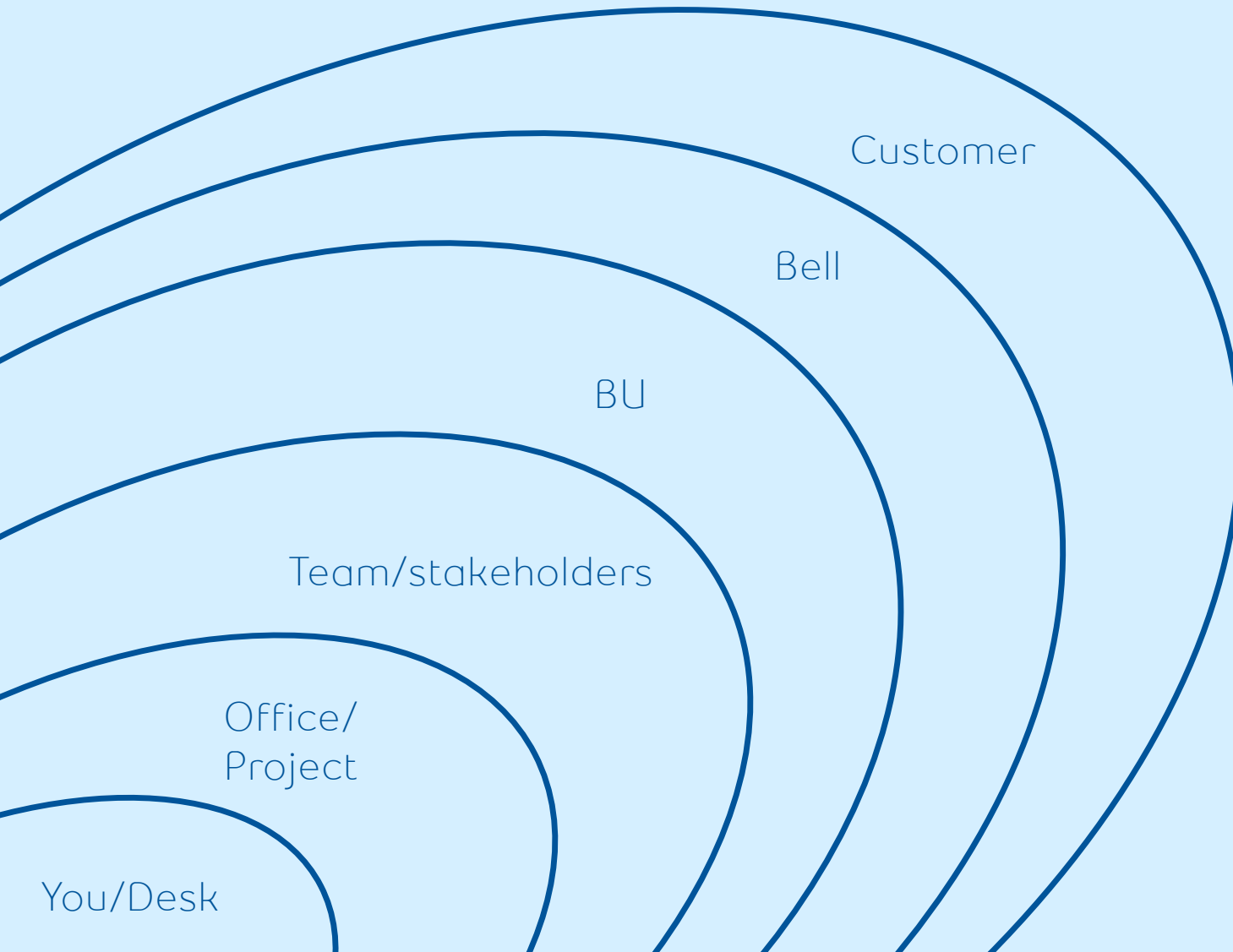


- Build the best networks
- Drive growth with innovative services
- Deliver the most compelling content
- Champion customer experience
- Operate with agility and cost efficiency
- Engage and invest in our people

Possible impact projects

# EXAMPLE – What new permanent solution could I implement in the next quarter?

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



**Build the best networks**

**Drive growth with innovative services**

**Deliver the most compelling content**

**Champion customer experience**

**Operate with agility and cost efficiency**

**Engage and invest in our people**

## 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.



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

1.

2.

3.

# EXAMPLE – Impact Project

## 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



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

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

# 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:

## EXAMPLE – Listening in my world

### Big Listening

I have a **big** listening for:

- *My leader*
- *Most of my team*
- *Sola from BBM*

These people have a **big** listening for me:

- *Mabety in Finance*
- *Muhamed from Bell Media*

### Small Listening

I have a **small** listening for:

- *Senthil from my team*
- *Client X*
- *François my peer in my BU*

These people have a **small** listening for me:

- *My leader/manager*
- *Senthil from my team*
- *François my peer in my BU*



How am I listened to (For people leaders: add "and my team")?  
Who has a big and small listening of me?

PG. 25



X = 6 mins

Y = Reflect and discuss my listening and the listening of me

Z = Awareness of my listening of others and theirs of me before choosing action

## Debrief:

What did I learn about my listening of others and how will I address it?

What did I notice about others' listening of me and what am I prepared to do?

What else did I learn?

# 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



# 1-minute tool

Step	I Say	My Words
<p>Acknowledge</p> <ul style="list-style-type: none"><li>- Their perspective (Share)</li><li>- Their action (Give/Get feedback)</li><li>- Their behaviour (challenge behaviour)</li></ul>	<p>...You...</p>	
<p>Share Impact</p>	<p>And the impact...</p>	
<p>Way forward</p>	<p>So... Therefore...</p>	

# EXAMPLE – 1-minute tool – Share voice



Step	I Say	My Words
<p>Acknowledge - Their perspective (Share)</p>	<p>...You...</p>	<p><i>I just heard that you have been appointed to lead the new diversity, equity and inclusion project for our BU. Congratulations. You are an excellent choice especially given how you led everyone through the system integration project</i></p>
<p>Share Impact</p>	<p>And the impact...</p>	<p><i>In case you didn't know, I am passionate about inclusion and it would mean a great deal to me to be part of this new initiative.</i></p>
<p>Way forward</p>	<p>So... Therefore...</p>	<p><i>So what do I need to do to be part of this project?</i></p>

# EXAMPLE – 1-minute tool – Give/Get feedback



Step	I Say	My Words
Acknowledge - Their action (Give/Get feedback)	...You...	<i>I appreciate how you support me and care for my development.</i>
Share Impact	And the impact...	<i>As a result, I trust you to give me some constructive feedback about my leadership skills because I want to continue to grow as a leader.</i>
Way forward	So... Therefore...	<i>Therefore, I want to know what you see as my blindspots that would support my development.</i>

# EXAMPLE – 1-minute tool – Challenge behaviour



Step	I Say	My Words
Acknowledge - Their behaviour (challenge behaviour)	...You...	<i>I can see that you are committed to delivering a high-quality report to us on time and sometimes without all the information.</i>
Share Impact	And the impact...	<i>The impact when you don't consult with us before finalizing the report is that you don't get the whole perspective and the report may not be as valuable as it could be.</i>
Way forward	So... Therefore...	<i>Therefore, what do you think about taking the time now before the next quarter to identify the information that would make your report even more helpful/valuable for us.</i>

# Targets for practice

PG. 32



Think about:

What could I share about myself with my team or a member of my team, that could benefit me?

A current situation where giving or receiving feedback would benefit me or others.

A person or behaviour where in an ideal world, I could effectively challenge.



# Practice 1-minute tool in all 3 contexts



PG. 33



X = 8 min

Y = Practice 1-minute tool to: share, give/get feedback, challenge behaviour

Z = Confident applying 1-minute tool in different contexts

Share in chat:

What did I learn about the impact of acknowledging the other person first?

How could this effect our listening as CP2 Professionals?

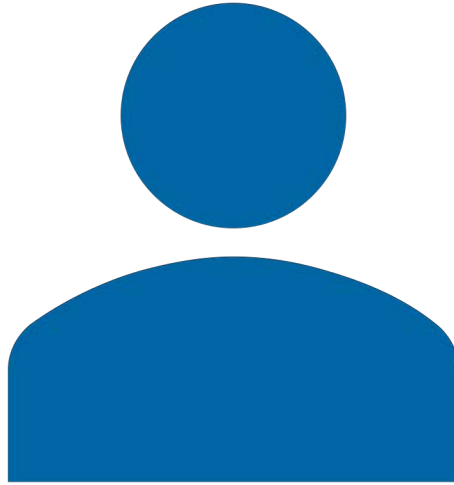
What else did I learn?

## Pathway to performance

1	2	3	4	5	6
NEW	MORE	APPLY	SOLVE	CHANGE	RECOVER
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 naturally/organically  <i>(No need for notes)</i>	Using skills in a unique and proactive situation	Intentionally shifting existing behaviours and using skill using under stress	Impact was not as intended. Learn from impact, adjust and use skill again

# My Accountability Partner Assignment

Based on my self assessment



Name

Email

Mobile

Meeting times

In my Breakout with my Accountability Partner:

1. Get the contact details of my Accountability Partner
2. **Confirm meeting times with my Accountability Partner to review my Impact Project prior to my Impact Coaching session**
3. **Check email about my Triad Impact Coaching and confirm my availability with my Triad Impact Coaching session time or propose a new time**

Following today's module:

1. Create my Impact Project
2. Track application in portal to get to mastery (deliberate practice)
3. Complete Proactive Prep for Module 2

PG. 36

# 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 2: The Power of Connection

By Learn2

2020 • 4 songs 3.5 hours

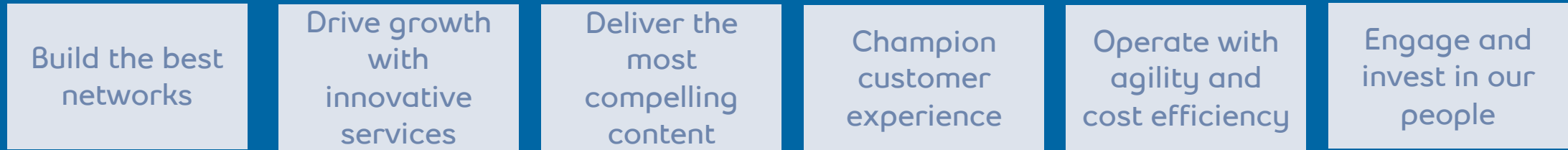
PG. 38

PAUSE



#		TITLE		
1		Proactive Prep	00:15:00	
		Module 2	2:00:00	
3		Accountability Partners and Application	1:00:00	
4		Triad Impact Coaching #1	00:45:00	

# Connecting to Strategic Imperatives



Leaders leader



My leader



My team/stakeholders



Me and my value



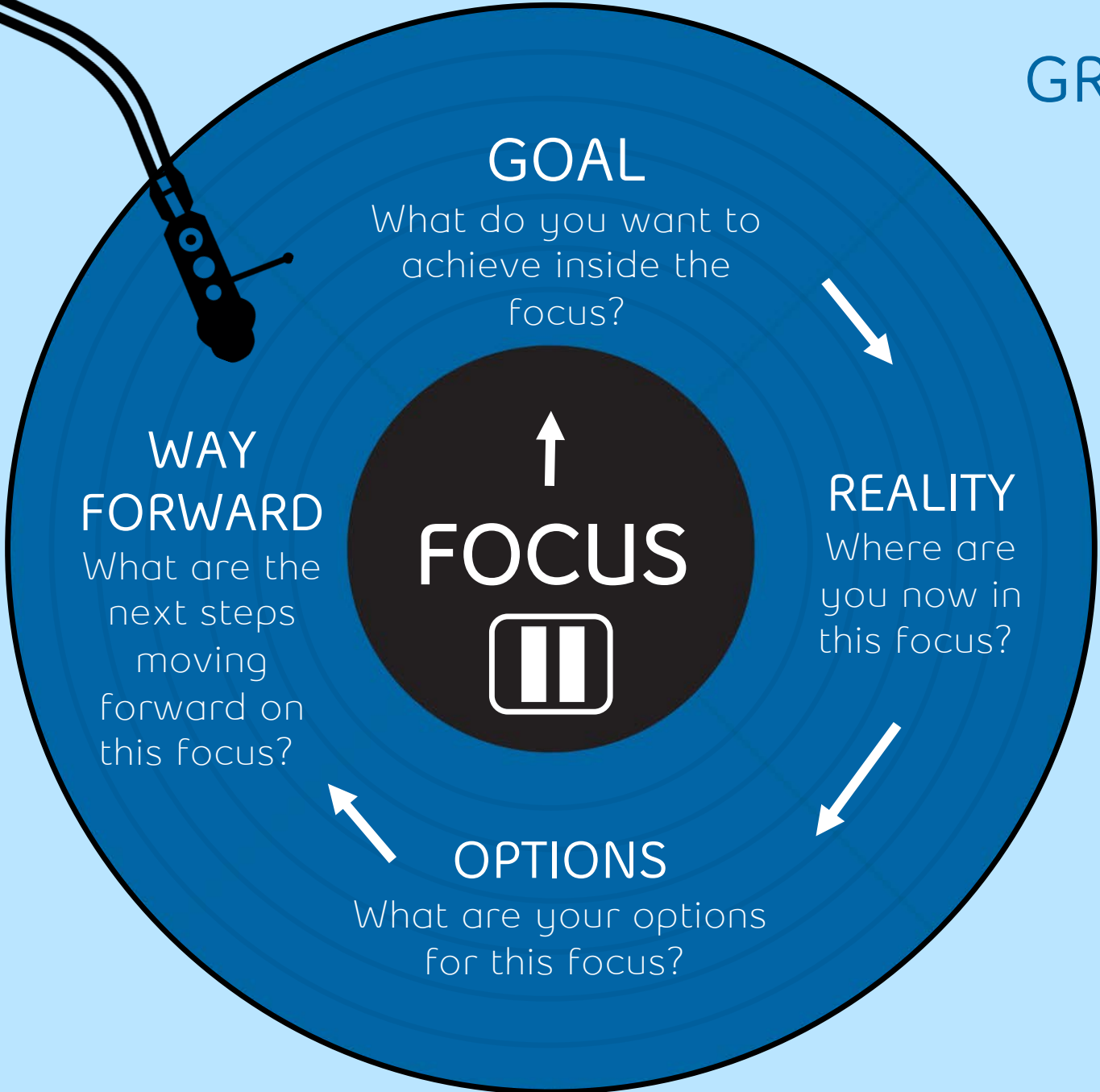
Leading at Bell







My business impacts



# GROW Coaching Model



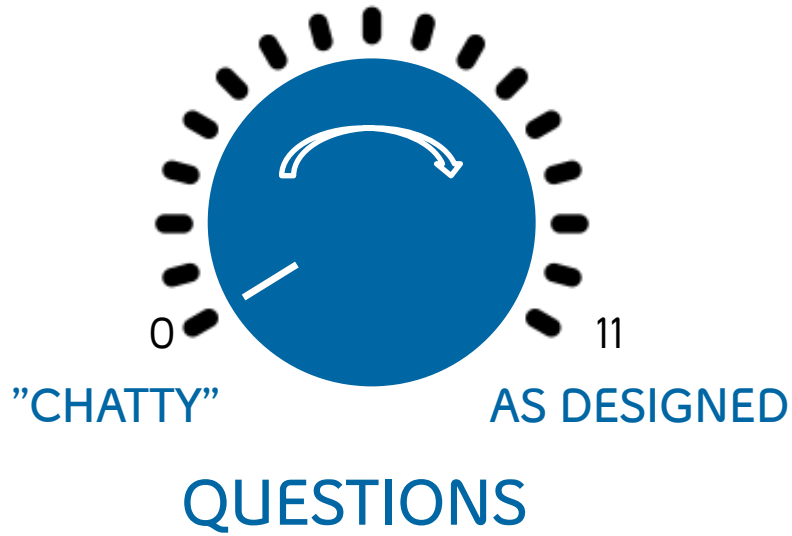
# Add more GROW Coaching Questions specific to our situation

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 <b>Goal</b> questions	Other <b>Reality</b> questions	Other <b>Options</b> questions	Other <b>Way Forward</b> questions
<div style="background-color: #0056b3; color: white; padding: 10px; display: inline-block;">PG. 42</div>			

# Ideal coaching behaviours

1 = less than ideal coaching behaviours

11 = Ideal coaching behaviours



# GROW coaching conversation about a challenge achieving my impact



PG. 44



X = 12-14 mins

Y = Coach my partner to work through the challenge of my impact

Z = Comfortable using the GROW coaching tool

Debrief:  
How does coaching benefit us?  
As a leaders, where could we use coaching more frequently?  
What else did I learn?

Toward reward, away from threat

Toward Reward  
(Engaged)

Refocus, reframe,  
reimagine response

Approach  
Creation

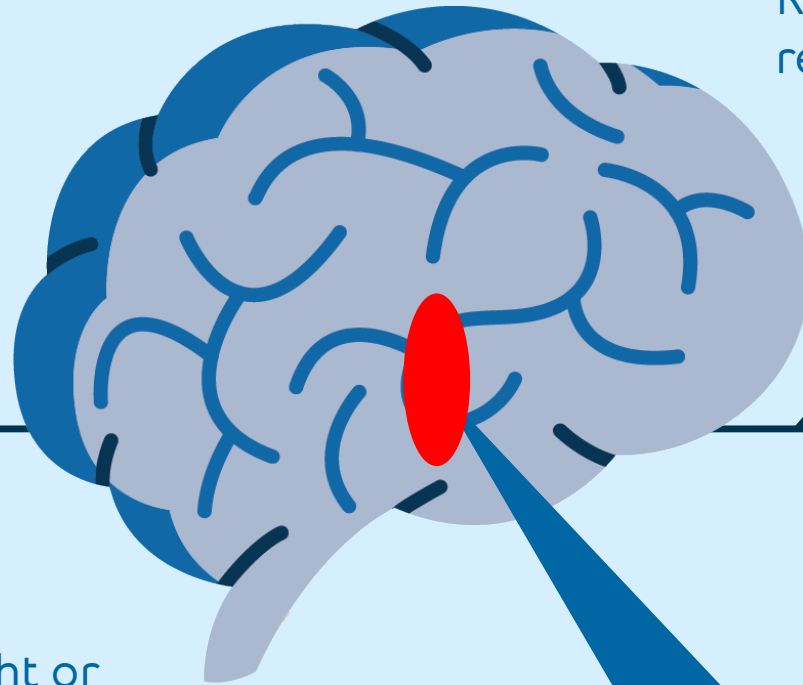
Avoid  
Survival

Fight, flight or  
freeze threat  
response

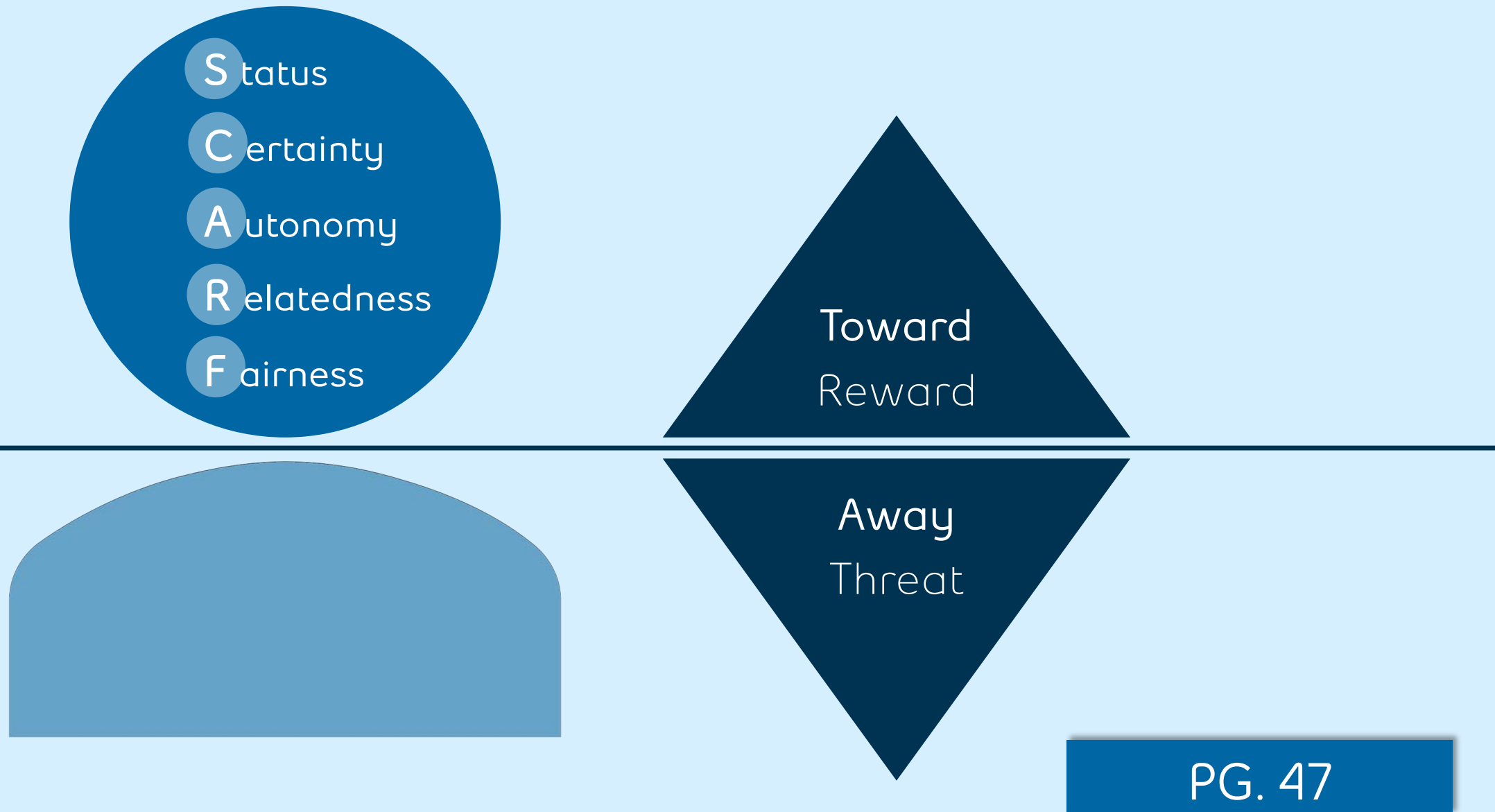
Perceived  
Threat/Danger  
(Disengaged)

Amygdala –  
controls response

PG. 46



# How to remember the most common perceived threats



# Discover my triggers

My Amygdala is triggered by a perceived threat to my:

An example for me is:

Status

Certainty

Autonomy

Relatedness

Fairness

Other



## EXAMPLE – Triggers

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

What triggers me and how do I react when my amygdala is hijacked? What is the ripple effect of my reaction?



PG. 50



X = 8 minutes

Y = Self-awareness to lead to change in behaviour

Z = Clarity on your blindspots

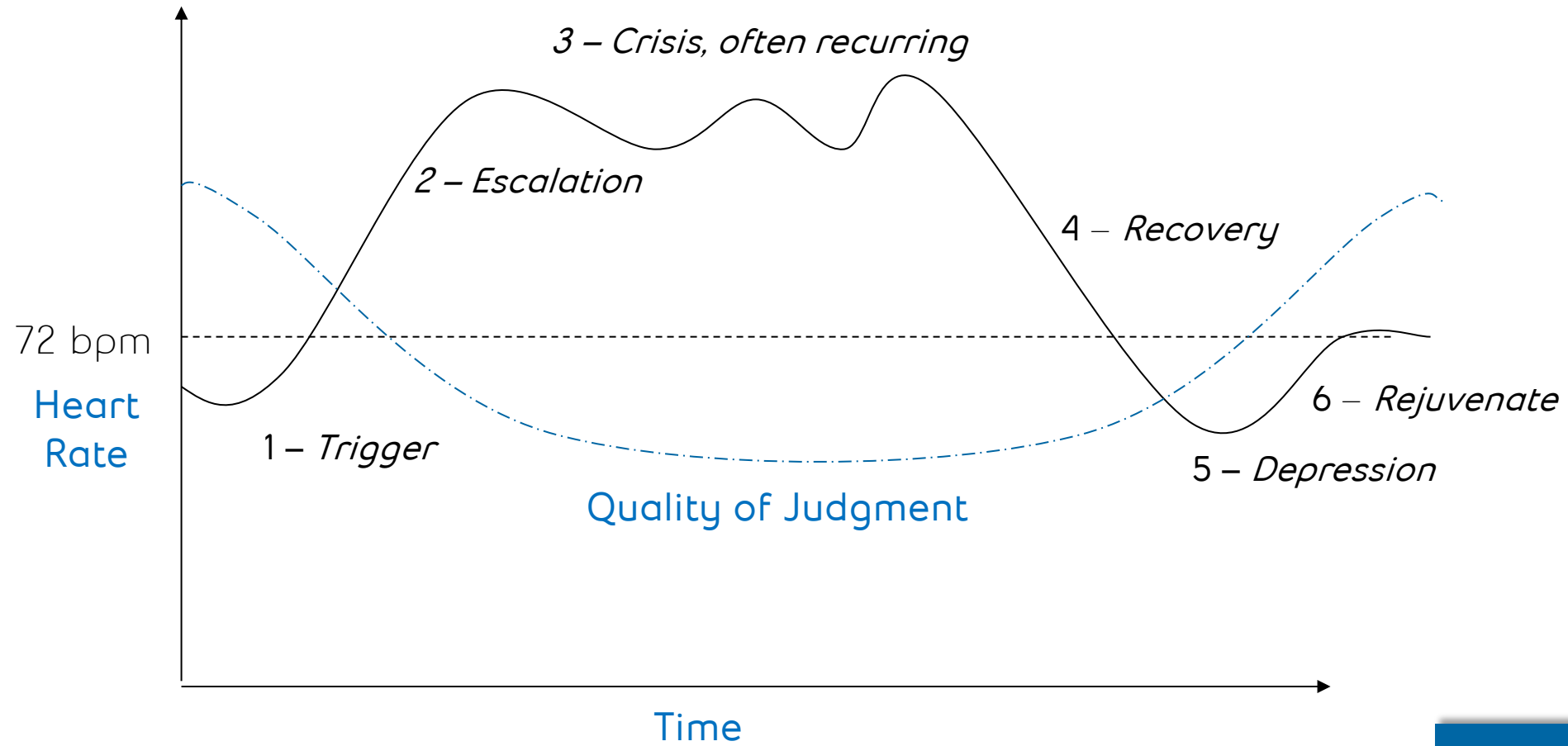
Debrief:

Where/when do we have to handle others being triggered most?

What do I realize about my triggers/reaction to their triggers?

What else did I learn?

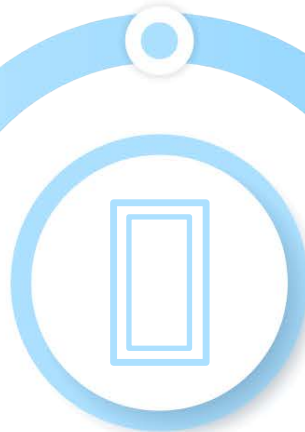
# Reaction Cycle



# How to deescalate/recover when triggered

## RE-FRAME

Think about how/what else could have been intended



## REMOVE

Move away from the situation before escalating



## RECOGNIZE & BREATHE

Be aware that you are triggered and take a deep breathe



## RE-CENTER

Focus on the positive/your happy place

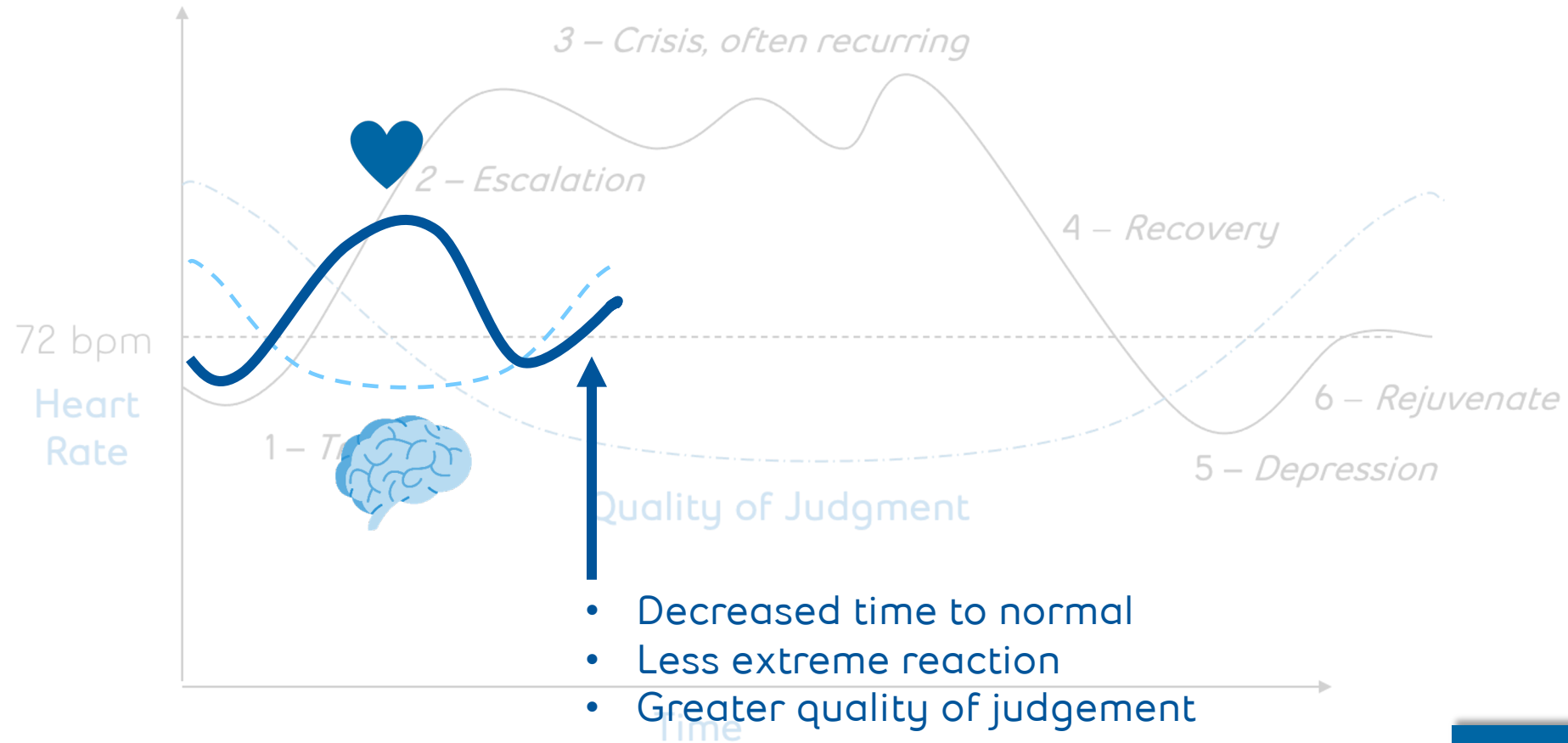


## REJUVENATE

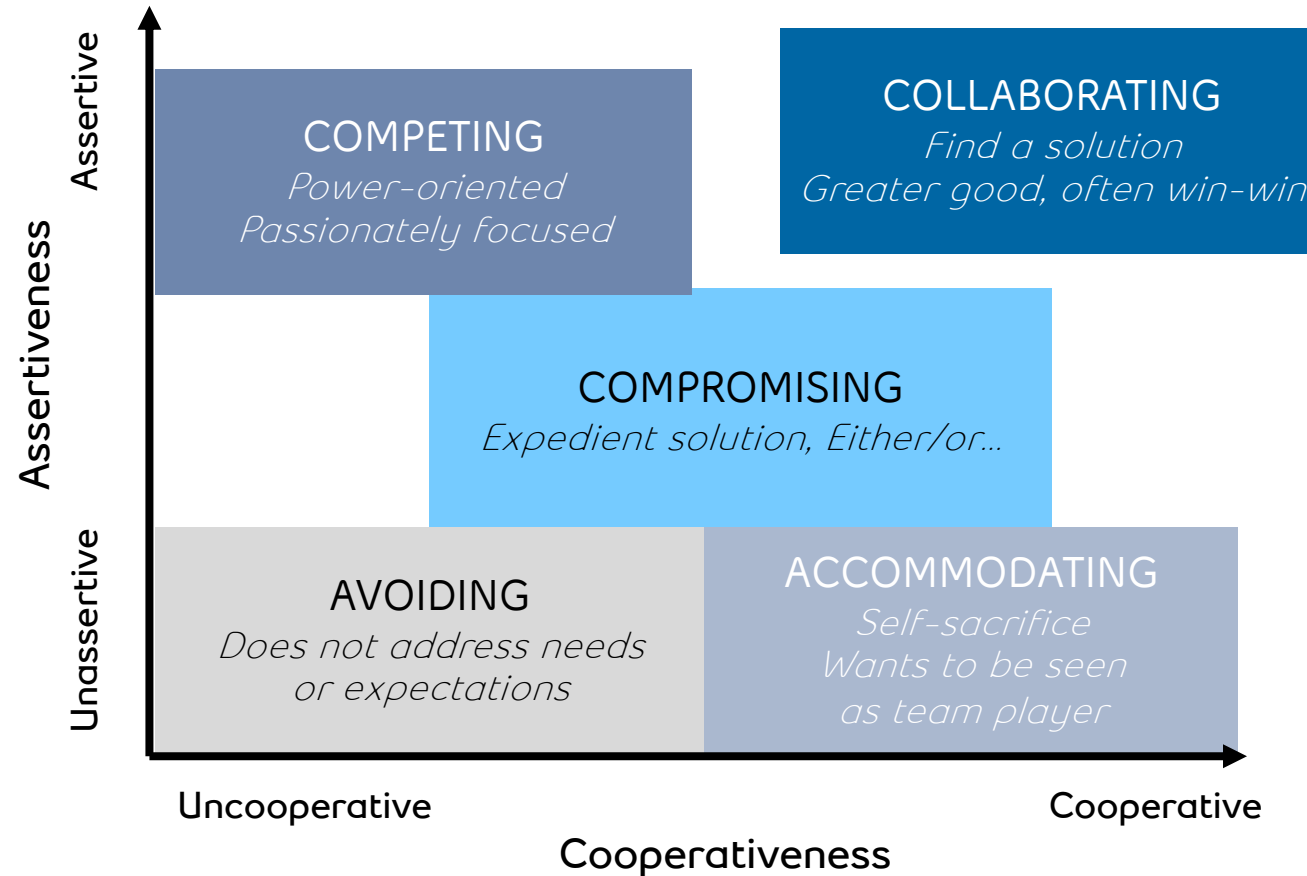
Take time to replenish your energy



## Result of deescalation or recovery



# Approaches to conflict



PG. 55

Where am I in conflict?	
My approach to conflict:	
Their approach to conflict:	
My strategy to resolve the conflict:	

# EXAMPLE – Approaches to conflict



PG. 56

Where am I in conflict?	
My approach to conflict:	
Their approach to conflict:	
My strategy to resolve the conflict:	



# Practice a GROW coaching conversation about where I am in conflict



PG. 57



X = 6-8 minutes

Y = Coaching conversation about conflict: my/their approach, strategy to resolve the conflict

Z = Identify specific way forward to resolve conflict

Debrief:

Describe where I am in conflict and what I learned about my approach/response to conflict?

Give an example of my "Way forward" to resolve the conflict.  
What else did I learn about conflict?

# 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

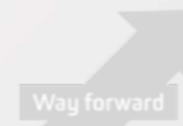
Do: Identify options for collaboration



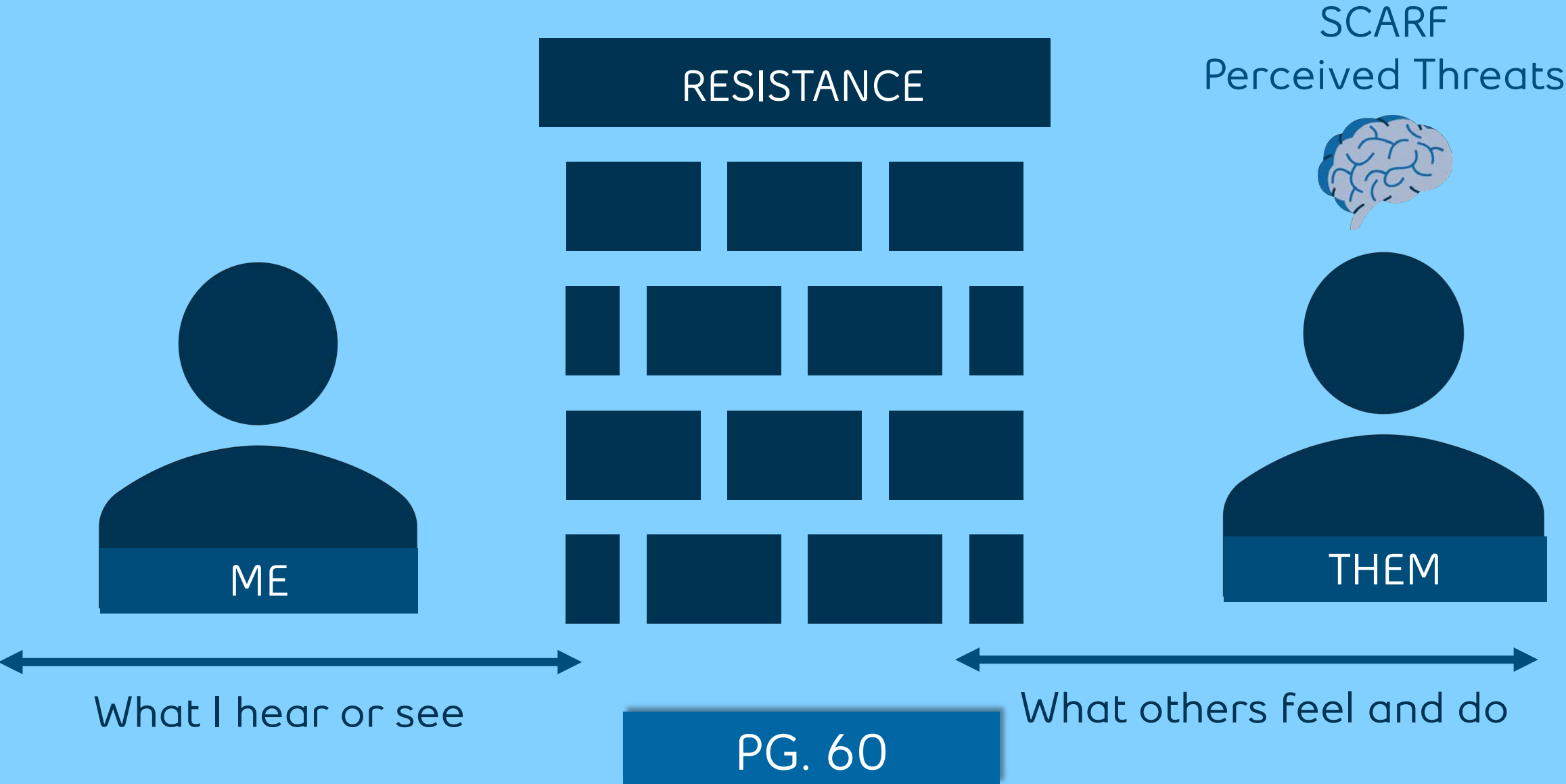
05

## WAY FORWARD

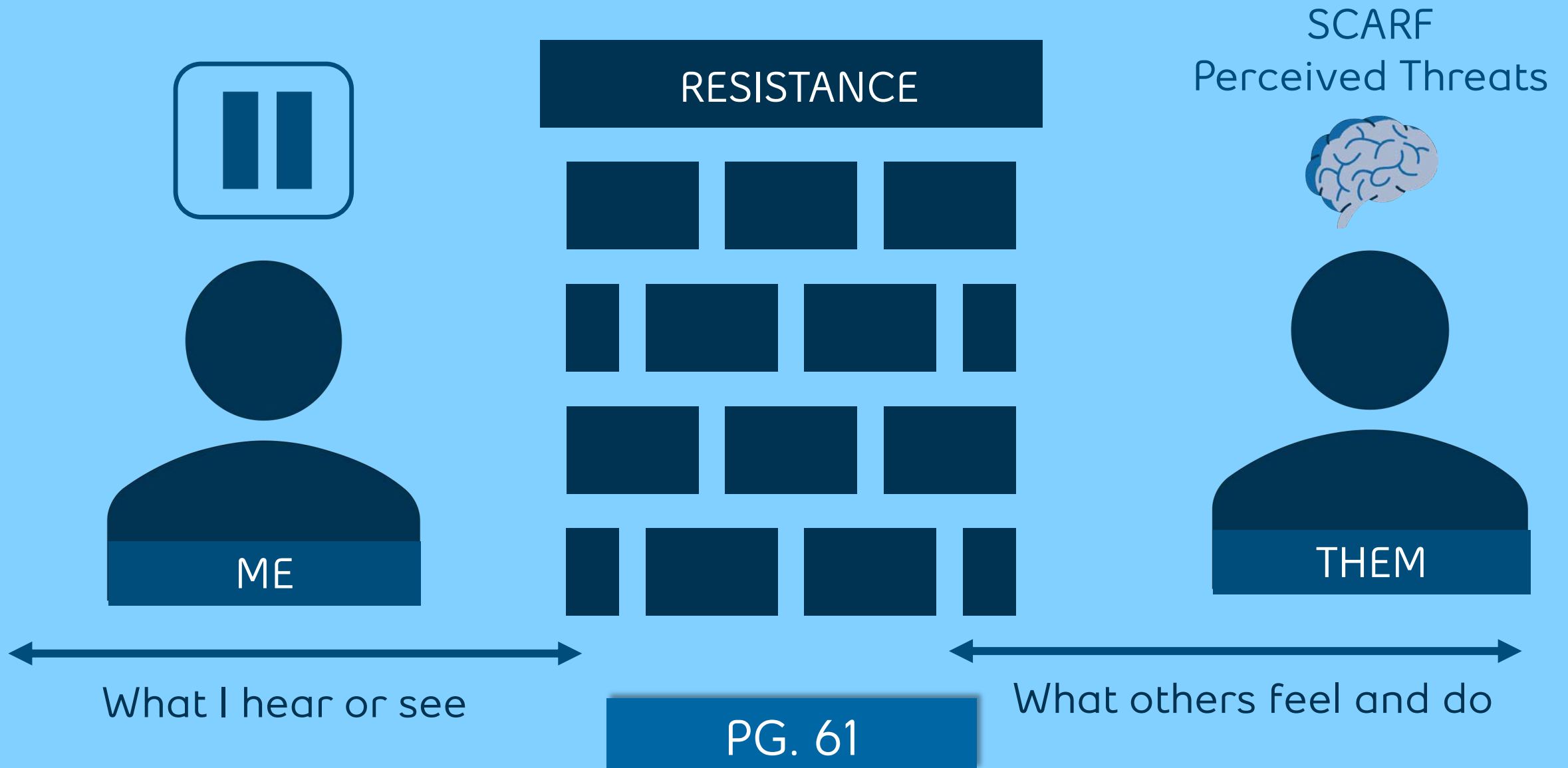
Regroup: Once implemented, revisit learnings together



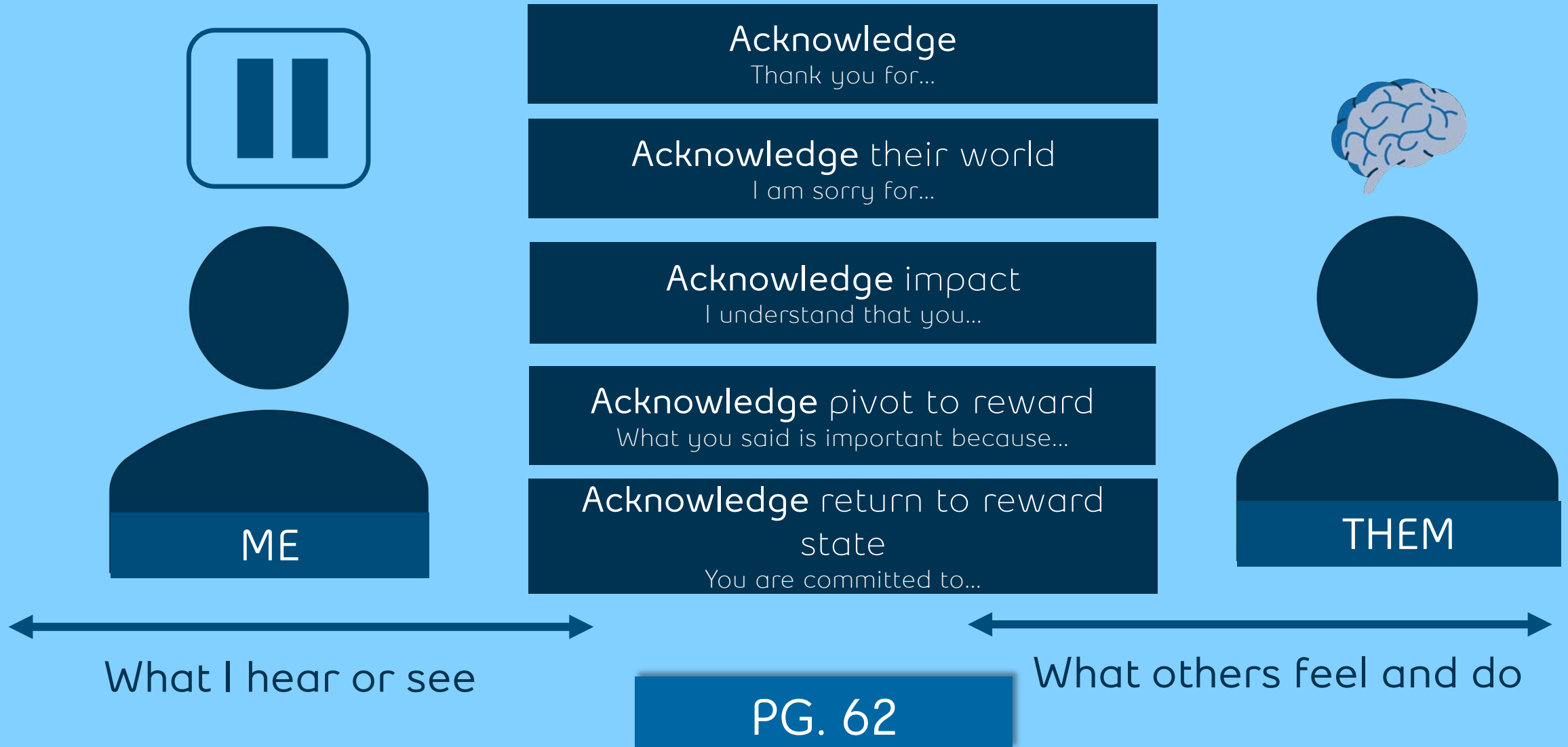
Resistance separates me from my impact



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

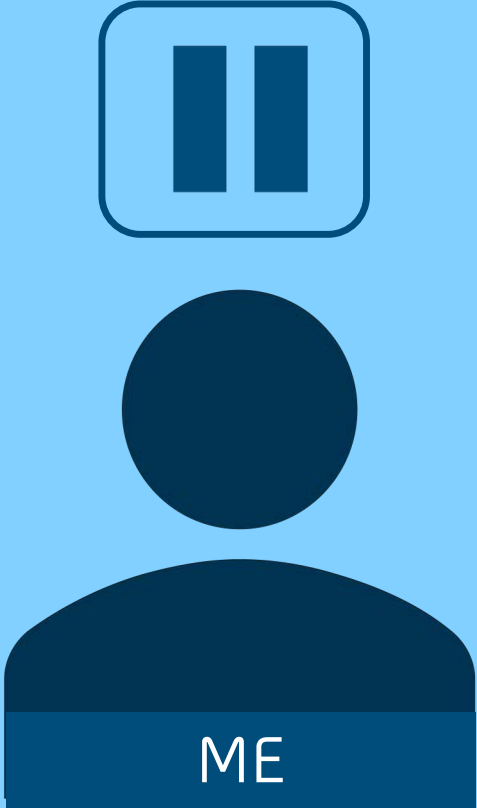


## Step 2: ACKNOWLEDGE to evaporate resistance



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





*Thank you for taking the time to meet.*

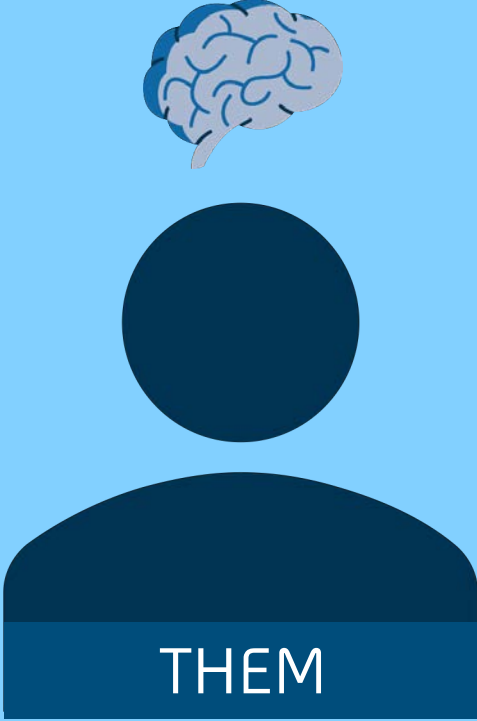
*I understand that you may have doubts about designing a new agile project delivery method for large projects.*

*I appreciate that you have had bad experiences with the transition to agile that negatively impacted your team.*

*Your experience will help all of us avoid the same mistakes of the past.*

*It's important to me to get your buy-in*

SCARF



Way forward: How could I get an hour of your time next week to discuss these changes?



## 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		

## EXAMPLE – Resistance I face

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

# Identify resistance

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:

- Status
- Certainty
- Autonomy
- Relatedness
- Fairness

Notes:

--

## RESISTANCE


# Embracing resistance - Application

STEP 1:



## Step 2: Acknowledge their world

Best practice includes a minimum of 5 acknowledgement-focused statements where you acknowledge them, their work, and their world. Practice the Power of Pause to choose how to Acknowledge - remember WYSIITMB.

Acknowledge	
Acknowledge	
Acknowledge	
Acknowledge	
Acknowledge	

## Step 3: Ask an open-ended Way Forward question starting with 'What' or 'How'

Question targets the reward or result you both want. AVOID asking about the resistance or the source of the resistance as that is just the amygdala's reaction and not real.

What or How... Way Forward toward Reward Question	
---	--

### SAMPLES:

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

# How could I respond differently when facing resistance?



X = 12 min

Y = Practice using embracing resistance framework

Z = Respond differently when encountering resistance

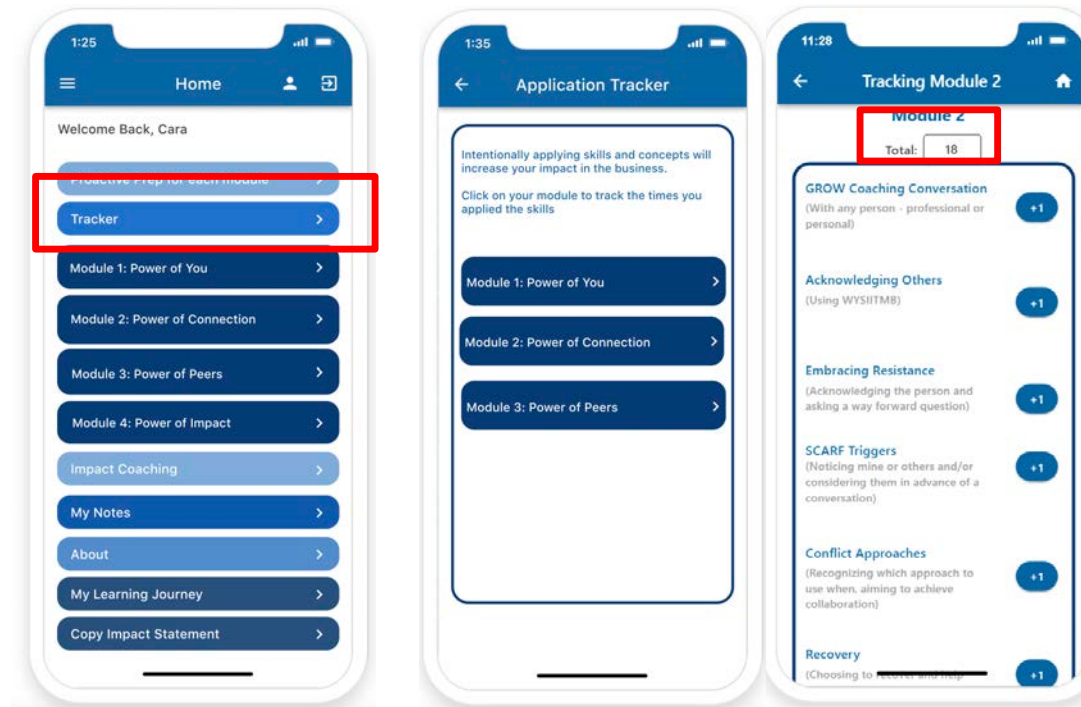
Debrief:

What did I learn about myself and how I respond to resistance?

What could we do differently when encountering resistance?

What else did I learn?

# My toolkit – use now



## In my Breakout with my Accountability Partner:

1. Confirm meeting times over next 2 weeks with my Accountability Partner
2. Confirm/Attend Impact Coaching Session #1

## Following today's module:

1. Rapid progress on my Impact Project especially by embracing resistance
2. Track M1 and M2 application in portal to get to mastery (deliberate practice)
3. Complete Proactive Prep for Module 3

ALBUM

# Module 3: The Power of Peers

By Learn2

2020 • 4 songs • 3.5 hours

PAUSE



#	TITLE		
1	Proactive Prep	00:15:00	
	Module 3	02:00:00	
3	Accountability Partners and Application	00:30:00	
4	Triad Impact Coaching #2	00:45:00	



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

My leadership challenge is: Some team members don't understand how this project connects to the Strategic Priorities

VUCA the solution	Specific action I will take to address my challenge
VISION – Collaborating inclusively within and across business units	Connect with Sarah in Finance and Shabaz my Engineer to get their diverse perspectives the relevance of this project for their respective teams
UNDERSTANDING – Developing capabilities within and across business units	Get Sarah and Shabaz to share a 1 min video on our next team meeting
CLARITY – Finding solutions to generate clarity within and across business units	Invest 15 min with Ralph (my biggest challenge) asking questions on what holes he sees in this project
AGILITY – Creating change within and across business units	Assign a different person each week to report on the connection of this project to their department

# How to use VUCA the solution as a CP2 Professional leader?

PG. 76



X = 6-8 minutes

Y = How to use VUCA solution as a leader

Z = Get known and continue to develop as a leader in challenging circumstances

Debrief:  
How will I think/behave differently in this VUCA context?  
What else did I learn?

## 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.

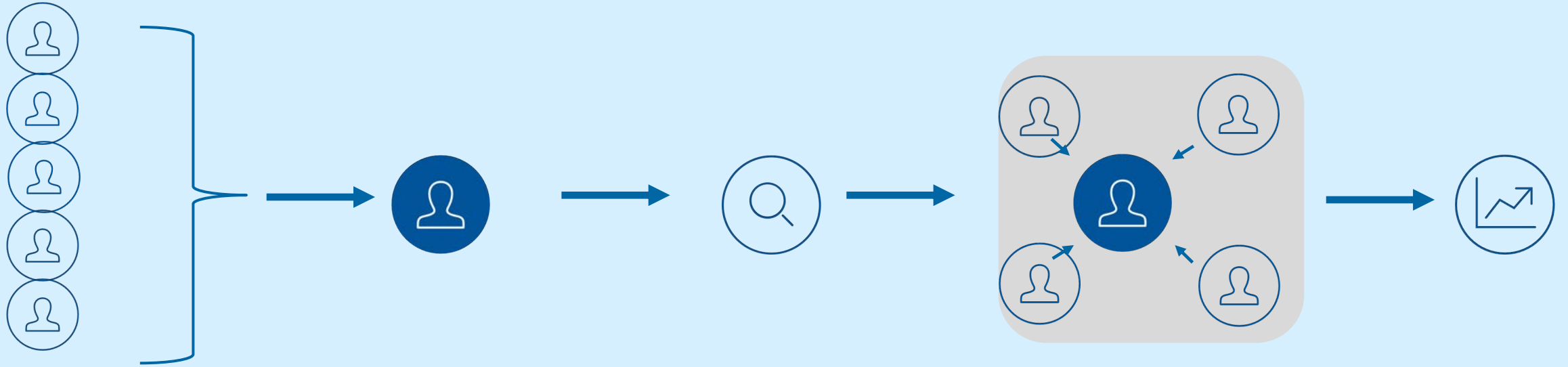
### Why BrainTrusts?

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



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><b>Problem</b> – 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><b>Opportunity</b> – 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><b>Why</b> - 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

#### 5 minutes of questions

- What is your reality?
- What options already attempted?
- What options do you see now?
- What consequences?
- What obligations exist?
- How does solution align with strategic priorities?
- What could you live with?

### Clarify your understanding with questions

#### Practice GROW coaching questions

- What's happening now? Describe the situation
- What are some possible causes?
- How does it impact you? Others? Overall performance?
- What have you done about it so far?
- What happens if no action is taken?

## 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

#### 5 minutes to determine action

- Identify specific actions
- How could you measure success?
- What support do you want to be held accountable? From whom?

### Sharing accountability for action

#### Support challenge owner to get specific actions

#### Questions to ask them:

- What is your preferred approach and why?
- What is the best way to take massive action?
- What action is smallest, easiest, most productive?
- What obstacles might you expect? How could prevent?
- When are you going to start?
- What support do you want from us?
- Who do you want as an accountability partner?

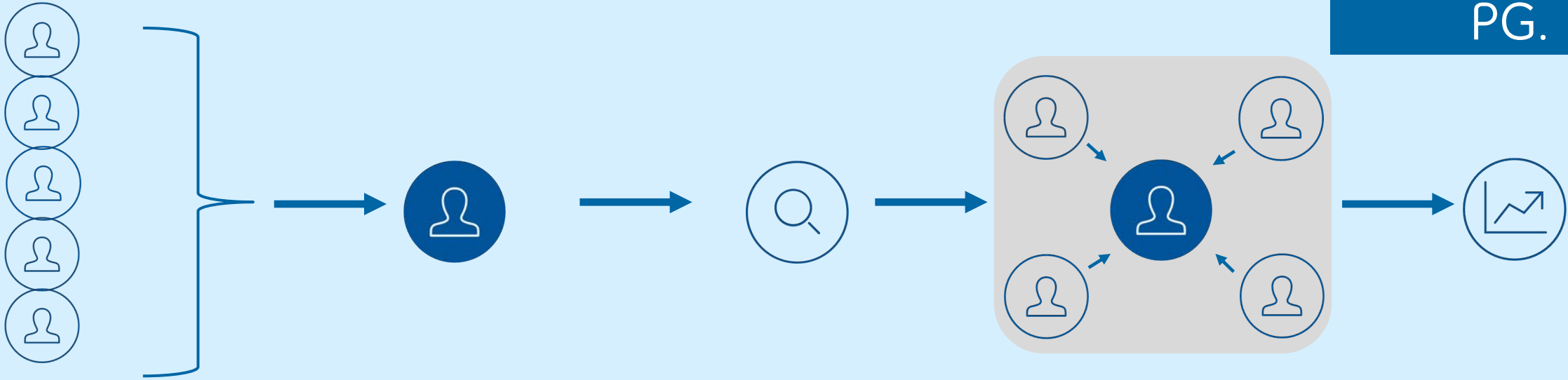
Debrief:

What did I value about a BrainTrust?  
How do I see myself using a BrainTrust?  
What else did I learn?

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

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

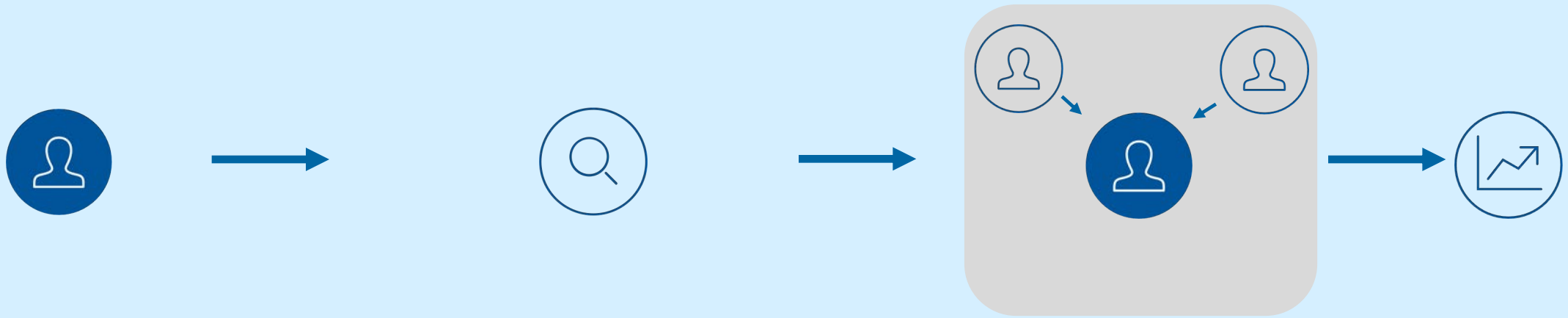
PG. 87



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>1 min each share</p>	<p>2 min to reflect</p>	<p>7 min of questions</p>	<p>7 min sharing experiences</p>	<p>8 min to determine action</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>1 min each share = 6 mins</p>	<p>1 min of questions per challenge = 6 mins</p>	<p>2 shares per challenge = 6 mins</p>	<p>1 min per person to determine action = 6 mins</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>	<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>	<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>	<ul style="list-style-type: none"> <li>• What are my top-3 commitments?</li> </ul>



# Results-based versus reasons-based conversations

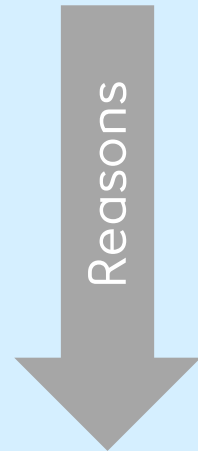


**Behaviours**  
Ownership  
Accountability  
Responsibility

**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

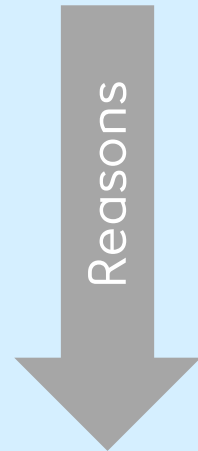
**Sounds like**  
But...  
If only...  
Why can't we...  
They should...  
Can/Do?  
They won't...  
Fine, I'll try

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

## EXAMPLE – Results vs Reasons based conversations



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?



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.

# Where am I – Above or Below? Where are my conversations – Results vs Reasons?



PG. 91

X = 12-15 minutes

Y = Reflect on how what impacts where I am and what I say things

Z = Self-awareness of the ripple effects of where I am mental health and conversations

Debrief:

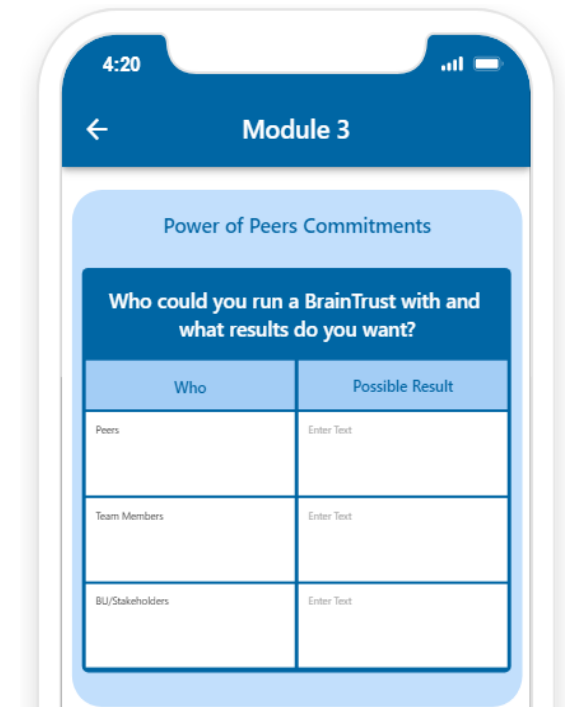
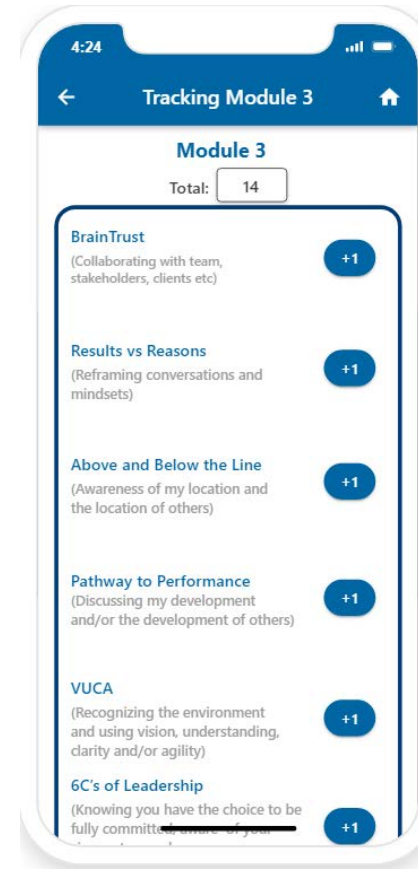
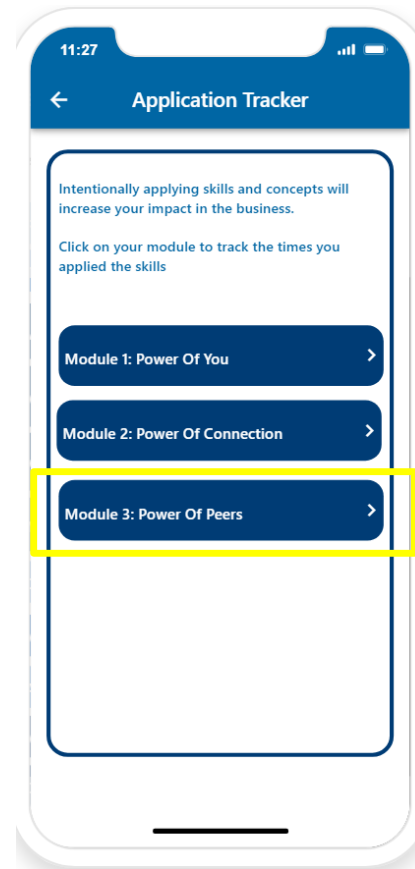
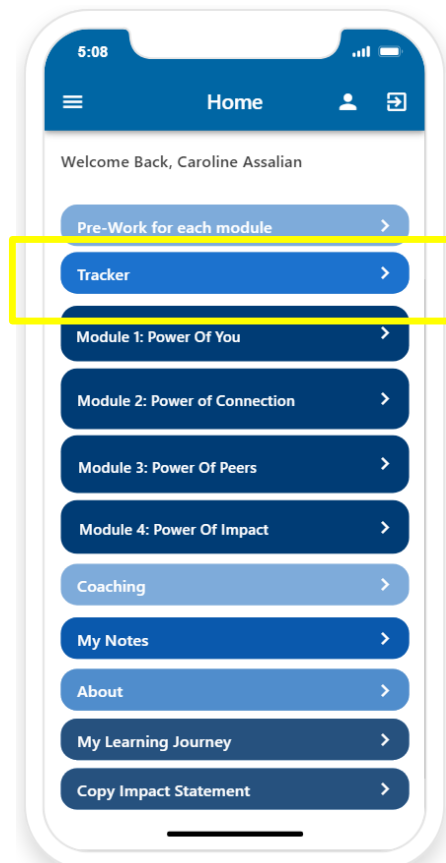
What could I share that other may be feeling/thinking?

What makes "the line" relevant for me as a leader?

How does where I am and what I say impact those around me?

What else did I learn?

1. Progress with my Impact Project. To present next module
2. Confirm meeting times over next 2 weeks with my Accountability Partner
3. Confirm/Attend Impact Coaching Session #2
4. Track application in portal to get to mastery (deliberate practice)
5. Complete Proactive Prep for Module 4



ALBUM

# Module 4: The Power of Impact

By Learn2

2020 • 4 songs • 3.5 hours

PAUSE



#	TITLE		
1	Proactive Prep	00:15:00	
	Module 4	02:00:00	
3	Accountability Partners and Application going forward	00:30:00	
4	Triad Impact Coaching #2	00:45:00	

1. How to embrace resistance and collaborate?
2. How to challenge senior leaders?
3. How to use my voice and influence others?
4. How to use SCARF and above/below the line?
5. What else (other)?

Debrief:  
What are our insights?  
What else did I learn?

# 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			

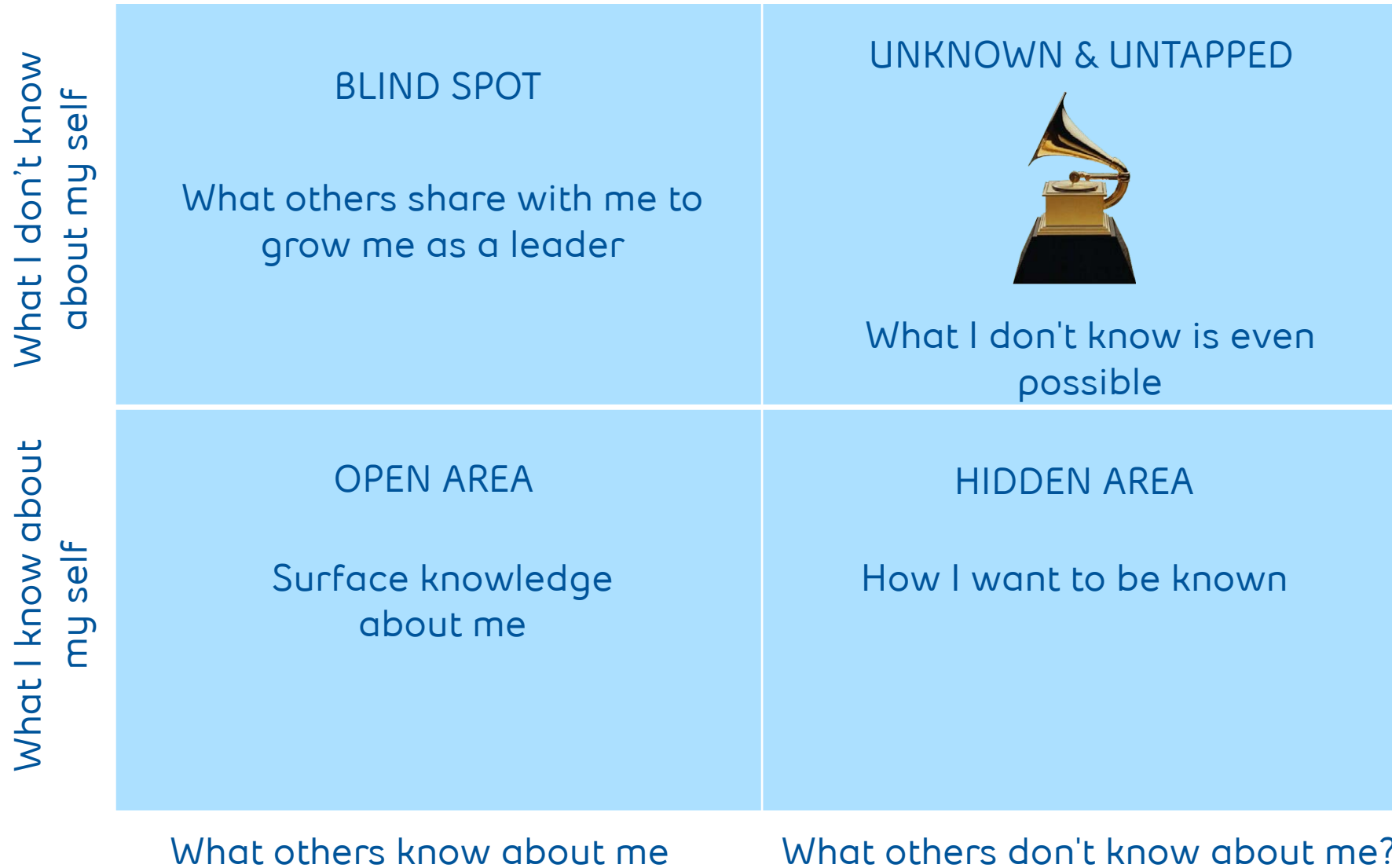


## EXAMPLE – annualized impact and ripple effects

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

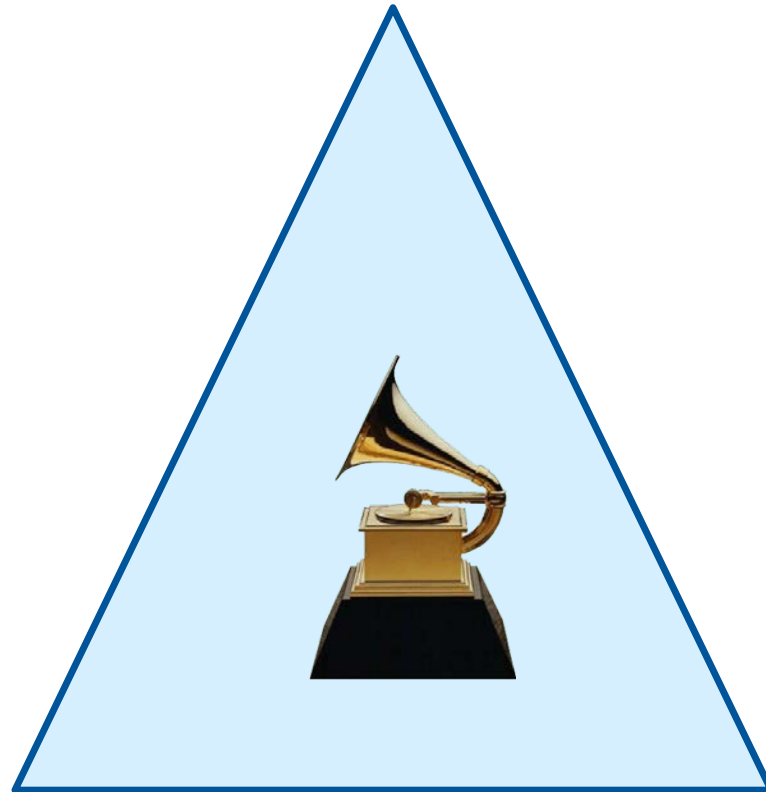
Total ROI = 208K

# Johari Window



# My vision for myself 3-5 years from now

Me as a leader



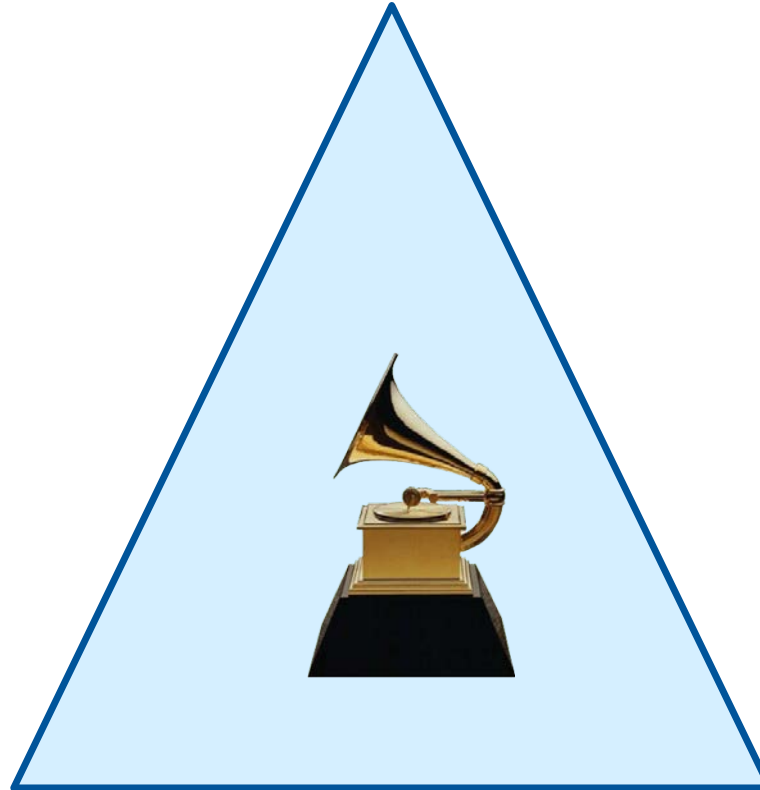
My teams/stakeholders

My business impacts

## EXAMPLE – My vision for myself 3-5 years from now

### 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 business impact

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

### My teams/stakeholders

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

# How do my Top 3 competencies/skills support my vision?



PG. 101

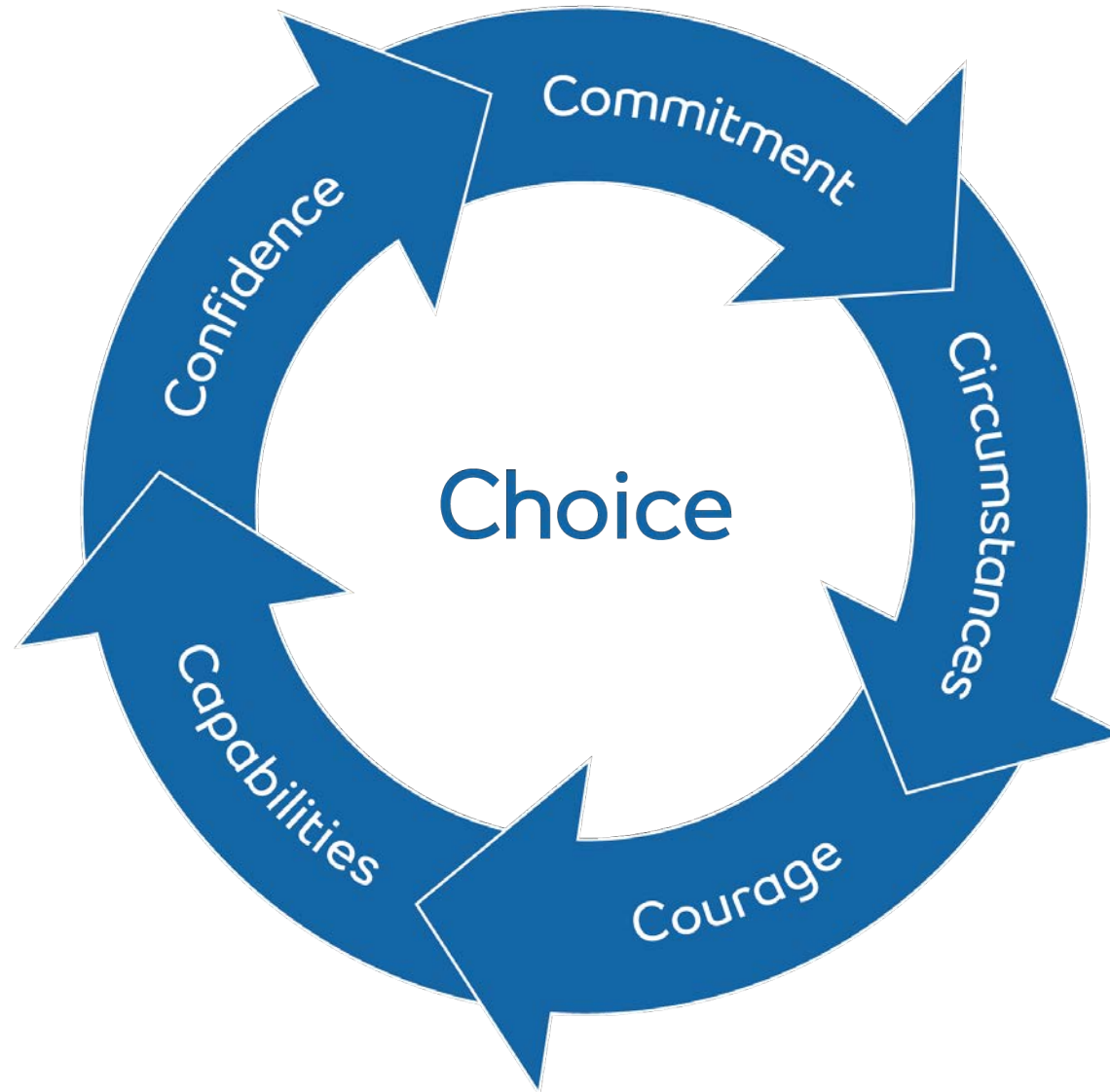
X = 12-15 minutes

Y = Results-based conversation about my Top-3 priorities

Z = Understand how to progress, get known and have an impact

Debrief:  
What did I learn about myself?  
What did I learn about what I want?  
What else did I learn

## How leaders are developed



# My Commitments

To continue leading at Bell, these I commit to:

I will complete my commitments by:




## EXAMPLE – My Commitments

To continue leading at Bell, these 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 BBM</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 PGP</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>

# What is important to me about the 6Cs leadership model?



PG. 106



X = 6-8 minutes

Y = Reflect on how 6Cs impacts my leadership

Z = Get known and continue to develop as a leader in challenging circumstances

Debrief:  
The first step that I commit to is...

PG. 107