

Plugging into People: Intentionally Cultivating Connection through Vulnerability, Trust and Feedback

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High Performing Teams “If you want to go fast, go alone, if you want to go far, go together” – African Proverb

- Traits of High Performing Teams
 - Strong Leadership
 - Clear Goals and Roles
 - Trust and Communication
 - Psychological Safety
 - Diversity and Inclusion
 - Continuous Learning
- 5 Dysfunctions of a Team, Peter

Building Relationships / Creating a Culture of **PSYCHOLOGICAL SAFETY**

- “They don’t care how much you know until they know how much you care.” - Theodore Roosevelt
- What does it sound like to create a culture of psychological safety?
 - “I hear you....”; “I got you....”; “That must be difficult...” This must be **AUTHENTIC!**
- This is **validating** language – one of the V’s we’ll talk about. (The other is vulnerability)

Values Diversity: **INCLUSION** is a **MUST** / sense of belonging

- Generation Z is the most diverse generation: 75% say they would reconsider applying for a position if they didn’t feel the company values diversity/inclusion
- Importance of Social Connection: increased longevity, higher self-esteem and empathy, better emotional regulation skills, lower rates of anxiety and depression
- “Do you have 8 minutes?” – Codeword for “I need you”

Teams need a **COACH** - "Coach me, Don't criticize me"

- **TANGIBLE TAKE-AWAY:**

Not good	Better	Even Better	Best
Go make some coffee	Do you know how to make coffee?	Tell me how you would make the coffee.	Show me how you make the coffee. Then give feedback.

- Emotional Regulation and Emotional Intelligence increased through Neuroplasticity Exercises

Be **CURIOUS** “Be Curious, not Judgmental” – Walt Whitman

- **TANGIBLE TAKE-AWAY:** Ask your new recruits:
 - What are you most excited about in your new role? (may help to identify some of their strengths)
 - What do you feel nervous about? (will help address future training opportunities)
 - How did it feel being a new team member? (pulse check on if you’re creating an inclusive environment)
 - Is there anything we could have done to make you more comfortable? (future improvements – “don’t have to be bad to be better”)

Creates a safe space for **FEEDBACK**

- “Feedback is the Breakfast of Champions” – Ken Blanchard
- With the right intent, you can share any content
- Reimagined Feedback, Peter Berridge & Jen Ostrich
- **Receiving Feedback** Acknowledge your blindspots; get trusted advisors to help see them
 - How does it make you feel? Gut check!
 - Is it true? Even a sliver of it?
 - What am I going to do about it? Now what? Bite-sized action steps.

• **TANGIBLE TAKE-AWAY:**

Negatively focused Feedback	Positively focused Feedback
You can't be late for shift.	You need to arrive 30 minutes before shift change to allow for appropriate shift change.
You can't wear hoodies or sandals in the station.	You need to wear approved dress code attire to create an image of professionalism.
You don't take initiative and don't show self-motivation.	You tend to wait for instructions rather than taking the initiative. To grow in your role, let's work on initiating tasks on your own and identifying areas that need attention.
You are not a team player.	You are a valuable team member, but sometimes it feels like you prioritize personal goals over team objectives. Let's work on nurturing a more collaborative spirit and supporting your colleagues.

Feedback Leads to **GROWTH** (Growth vs Fixed Mindset)

- Believe in the Power of Yet. And use it.
- Praise the effort, not the outcome: "I really admire the hard work you put in each week to pass the physical agility test" vs "great job on passing the test".
- Mindset, Carol Dweck; Grit, Angela Duckworth

How to have a Difficult Conversation

Mel Robbins https://youtu.be/GeZU5JgomiE?si=8x1UOtDU_r0i81ia

- 1) Acknowledge my responsibility
- 2) Define the outcome
- 3) Listen and validate
- 4) Restate the outcome

Another Approach to Difficult Conversations

Simon Sinek <https://www.youtube.com/watch?v=RcGkHrPSzDc>

How to approach the conversation

If you don't trust your skills in having a difficult conversation:

"I need to have an uncomfortable conversation with you. I'm afraid to have this conversation because I'm afraid I'll say the wrong thing or it will come out the wrong way and make things worse, so please be patient with me while I try to fumble through this. But it's more important to me to have the conversation with you than avoid it because our relationship is too important to ignore it."

Ask for permission:

Can I have this conversation with you now? (Is now the right time? Are they in the mindset?)

FBI: Feelings, Behavior, Impact

- Feelings: State your feelings
- Behavior: Label the behavior (specific); avoid generalizations – pick most egregious or most recent
- Impact: What is the impact if we don't address this?

Growth mindset allows for **VULNERABILITY** which breeds TRUST

- Daring Greatly, Brene Brown; The Speed of Trust, Stephen Covey
- Vulnerability-based trust vs. Predictive based trust, Patrick Lencioni

Be a Lighthouse, not a Tugboat!



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