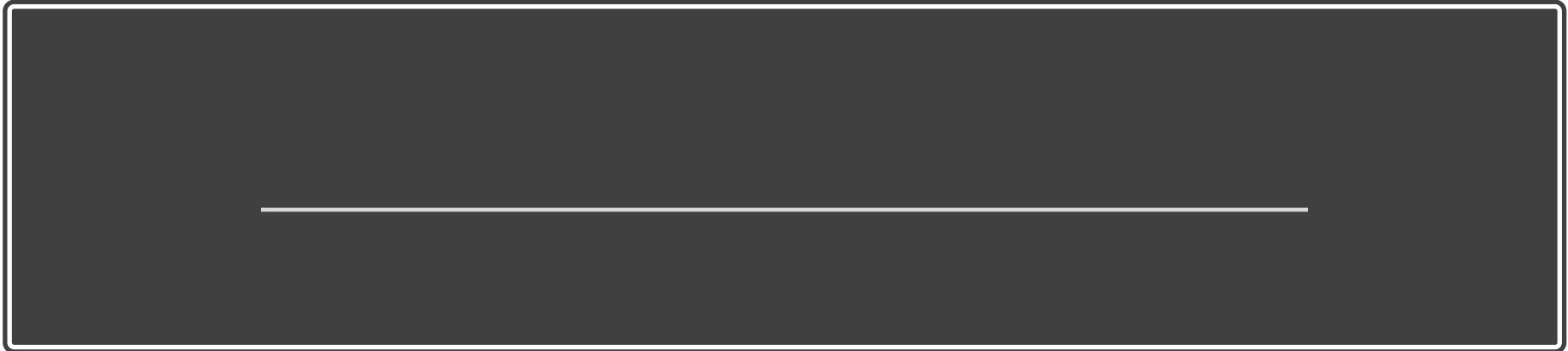


Be BOLD! Leadership

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Would your team or organization benefit from an in-depth “Be BOLD! Leadership” session?



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- **Skill-up your leaders to Be BOLD!**
 - **Speak the Truth**
 - **Behave Strategically**
 - **Leverage Productive Conflict**
 - **Boldly Seek Feedback**
- **Get back more time in your team's day.**
- **Enhance your workplace culture!**

Embracing a BOLD Mindset

Fixed Mindset

- Feel anxiety and defensiveness
- Focus on problems & blaming
- Proving one's self
- I can't do that!

BOLD Mindset

- Feel openness and determination
- Leading intentionally
- Focus on Impact
- Improving one's self & others
- I can do this!
- I can't do that...**yet!**

Leading Boldly = IMPACT!



Be BOLD! Leadership



Speak the Truth

Behave Strategically

Leverage Productive Conflict

Boldly Seek Feedback

Statistics - Speak the Truth

- **50%** of employees do not speak their minds when having workplace conversations. ([Quanton Workplace/Fierce Conversations](#))
- Employees who speak their mind at work are **2X** more engaged than those who do not speak their minds. ([Quanton Workplace/Fierce Conversations](#))
- **82%** of employees don't trust the boss to tell them the truth. ([Edelman's Trust Barometer](#))

Speak the Truth

**“Truth without love
is brutality,
and love without truth
is hypocrisy.”**

Warren Wiersbe
Author & Theologian

Arete's Framework:

3 Steps to Speak the Truth

1. Determine the Truth that needs to be Spoken.
2. Explore the Impact on Self - Impact on Others
 - If I speak..
 - If I don't speak...
3. Craft how to speak the truth to demonstrate Respect and Care.

Activity Questions

- **Is there a Truth that needs to be spoken? What is that truth?**
- **What is preventing you from speaking that truth - or facing that truth?**
- **Weigh the consequences (the IMPACT) of you not speaking the truth. Who suffers? What suffers?**
- **Weigh the consequences (the IMPACT) of you Speaking the Truth. Who benefits? What benefits? Who suffers? What suffers? What is the IMPACT on you and those around you?**

Be BOLD! Leadership



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The numbers tell the story...

- **61%** of executives are not prepared for the strategic challenges they face
- **67%** of well formulated strategies fail due to poor execution
- **70%** of leaders spend less than 1 day a month reviewing strategy
- **70%** of organizations that use a formal process to manage strategy outperform their peers
- **85%** of leaders spend less than 1 hour per month on discussing their strategy



Strategy Defined

Strategy is essentially the means by which a leader aims to achieve their objectives and is often put into practice over a period of 1-3 years.

Strategic planning is a systematic process that helps you set an ambition for your team's future and determine how best to achieve it.

7 Keys to Strategic Leadership



- Intentionally set aside time to plan longer term
- Use a consistent framework to strategize
- Engage in conversation with leaders outside their company and industry
- Read, watch and research for trends that could impact their company
- Have a trusted “board of advisors”
- Set the vision and goals, communicate often and align the team
- Adjust often

Arete's Framework: Strategic Planning

1. Make a bold commitment to a planning schedule
2. 1 hour every month, 2 hours every quarter, 4 hours once a year
3. Follow our strategic planning questions
4. Select and consult your “board of advisors” annually
5. Establish a communication plan that **consistently** updates your team

Strategic Planning Questions



Find one hour in the next 30 days (away from the office!)

- What is the longer-term vision for my team and our results?
- What progress/impact have we made in the last 30 days?
- What do I need to be thinking / planning for in the next 3 months? 6 months? 1 year?
- What do I need to do now to prepare?
- Am I focused? What activities am I doing now that I should stop as they are not delivering on my strategy?
- Who should I talk to outside of our company?
- What's the biggest threat or opportunity for me?
- What trends am I paying attention to?

Be BOLD! Leadership



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***“Conflict is neither positive nor negative.
It just is. It is human behavior
that determines the fate of conflict.”***

- Tim Shaffer

Two Types of Conflict

A group of people, including a woman in a striped shirt and a man in a suit, have their hands clasped together in a circle. The image is overlaid with a light blue semi-transparent filter. The text 'Two Types of Conflict' is at the top left. A bulleted list is on the left side. The words 'Communication' and 'Emotions' are written in blue, slanted text on the right side.

- **UNproductive Conflict**
- **Productive Conflict**

Communication

Emotions

Productive Conflict

An open exchange of differing ideas in which parties feel equally heard, respected, and unafraid to voice dissenting opinions for the purpose of reaching a resolution.

Dr. Victoria Simon and Dr. Holly Pedersen of Talk Works, Inc. / Family Business Advisors Network



Statistic

**Employees who feel their voice is heard
are 4.6 times more likely to feel
empowered to perform their best work.**

- Salesforce, 2018



Characteristics of Productive Conflict

- **No prima donnas**
- Focus on achieving **goals**
- Be **accountable** to each other
- **Debate enthusiastically**
- Be **Passionate**
- **Listen and Validate**
- **Seek opinions**
- **Recognize great input**

Arete's 5 Techniques

Productive Conflict

- Break the silence
- Mine for conflict
- Reward Differing Opinions / Ideas
- Assign Devil's Advocate
- Share opinion last



4 Steps to Mine for Conflict

A yellow hard hat with a headlamp is positioned in the upper right. Below it, a pickaxe and a hammer are visible. The background is a light, neutral color.

Step 1: Assume that a crucial nugget of information has not been unearthed.

Step 2: Dig with questions.

Step 3: Reward differing opinions / ideas.

Step 4: Do not “judge” ideas.

Dig with Questions

A yellow hard hat with a headlamp, a hammer, and a shovel are arranged on a white surface. The hard hat is in the upper right, the hammer is to its right, and the shovel is in the lower right. The background is a plain white surface with soft shadows.

What have we not considered?

If this were to fail, what would be the reason?

If we were to take a different approach, what would that be?

What are others doing differently?

What would happen if we didn't proceed?

Who thinks differently than us? What are they saying?

If I told you I wanted three different proposals, what would they be?

Be BOLD! Leadership



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Statistics on Feedback

- **60%** of all leaders surveyed like feedback daily or weekly. (PwC)
- **72%** of leaders under 30 years old like feedback daily or weekly. (PwC)
- **<30%** of leaders say they actually receive feedback. (PwC)
- **92%** of employees say that negative feedback (if delivered properly) is effective at improving their performance. (Zenger Folkman)
- **70%** of U.S. employees said their feedback is not acted upon by their employer. (Qualtrics)
- **10%** - Leaders who were in the top 10% in ability to seek/give/receive feedback were in the top 10% for performance. (Zenger Folkman)

The Challenge



What is asked:

“May I give you feedback?”

What is heard:

“May I criticize you, so I may feel better about myself?”

Arete's 5 Steps to Boldly Seek Feedback

- Make the commitment
- Be specific
- Listen to learn
- Ask questions
- Say, “Thank you.”

Remember you will:

- Be a role model
- Motivate others



Great Opportunities! Boldly Seek Feedback

- After giving a presentation
- After participating in a meeting
- When turned down for a promotion
- When sharpening communication skills
- During key points of a project (not just at end)
- Today!



EXAMPLE – Boldly Seek Feedback

“I want to be an even better leader.

May I ask you for feedback?”

“If I were to be a better leader for you, what would that look like – or sound like – coming from me?”

Pause.

Ask questions to clarify, if needed.

(Summarize)

“What I hear you saying is that I need to...”

(Verify)

“Is that correct?”

“Thank you for the feedback!”



Best questions to seek feedback

- | | |
|--|--|
| <ul style="list-style-type: none">• What is something that I should know?• What specifically should we discuss today?• What's important for you to accomplish today?• Tell me more.• Share with me your ideas regarding this.• Since our last discussion, what has changed for you?• What ideas do you want to explore today?• Tell me more.• What is not working for you?• What's on your mind?• What is a "must have" result?• Tell me more.• How do you want to feel differently?• What is something that I should know? | <ul style="list-style-type: none">• What have you noticed so far in our discussion?• Has anything shifted for you today?• What has been the greatest value for you today?• Describe to me how you've been feeling?• Tell me more.• What do you need in order to succeed here?• What plan do you need in order to achieve your new goals?• Are you being BOLD or pleasing someone else?• What did you accomplish this week?• What did you learn?• Tell me more.• Who else will benefit?• For what are you grateful? |
|--|--|

Be BOLD! Roadmap

This roadmap is purposefully designed to support your efforts to lead more boldly for improved impact and results. The goal is to put in practice what you have learned and begin to shift your behaviors to lead more boldly and strategically.

Month 1

- Commit to a bold mindset
- Pick on area of your life to be more bold
- Practice the 3 Steps to Speak the Truth

Month 2

- Schedule 1 hour to plan strategically
- Use the Strategic Planning Questions
- Begin to identify your board of advisors
- Plan out your communication plan

Month 3

- Begin to shift your mindset on conflict
- Look at conflict as neither negative or positive - it just is
- Practice Mining for Conflict

Month 4

- Commit to Boldly Seek Feedback weekly
- Identify great opportunities to boldly seek feedback
- Practice seeking feedback at least once a week

ARETE B12 Success Routines

1. Commit to a BOLD mindset
2. Practice daily gratitude
3. Live each day with clarity and intentionality
4. Lead with Love & Care
5. Plan & strategize 1 hour per month
6. Speak the Truth



ARETE B12 Success Routines

7. Schedule the important items on your calendar
8. Work on your #1 priority first
9. Leverage Productive Conflict
10. Practice daily reflection
11. Boldly Seek Feedback from others
12. The Big 3: Water, Exercise & Sleep



Resources

Books:

Becoming a Strategic Leader by Richard Hughes

Radical Honesty by Brand Blanton

The Good Fight by Liane Davey

Videos:

<https://www.youtube.com/watch?v=PMI4IsJ2Nko>

<https://www.youtube.com/watch?v=6SOTBHAcLV4>

<https://www.youtube.com/watch?v=Cgywq8sQxMo>

<https://www.youtube.com/watch?v=9rsprxKI-Z8>

Articles:

<https://hbr.org/2016/12/4-ways-to-improve-your-strategic-thinking-skills>

<https://www.strategy-business.com/article/10-Principles-of-Strategic-Leadership?gko=25cec>

