

Daring to Lead

What's Next?

**SPRING FLEX PRESENTATION
DR. DIANNE VAN HOOK
THURSDAY, FEBRUARY 6, 2020
8:30AM – 11:30AM
UCEN 258**

“Every time we choose courage, we make everyone around us a little better and the world a little braver.” ~Brene Brown

Daring Leadership is about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It's time for all of us to step up.



In review...Fall FLEX

Daring to Lead is about creating cultures in which brave work, tough conversations, and whole hearts are the expectation. In the Fall FLEX workshop, **Daring to Lead: What's in it for You?**, we explored:

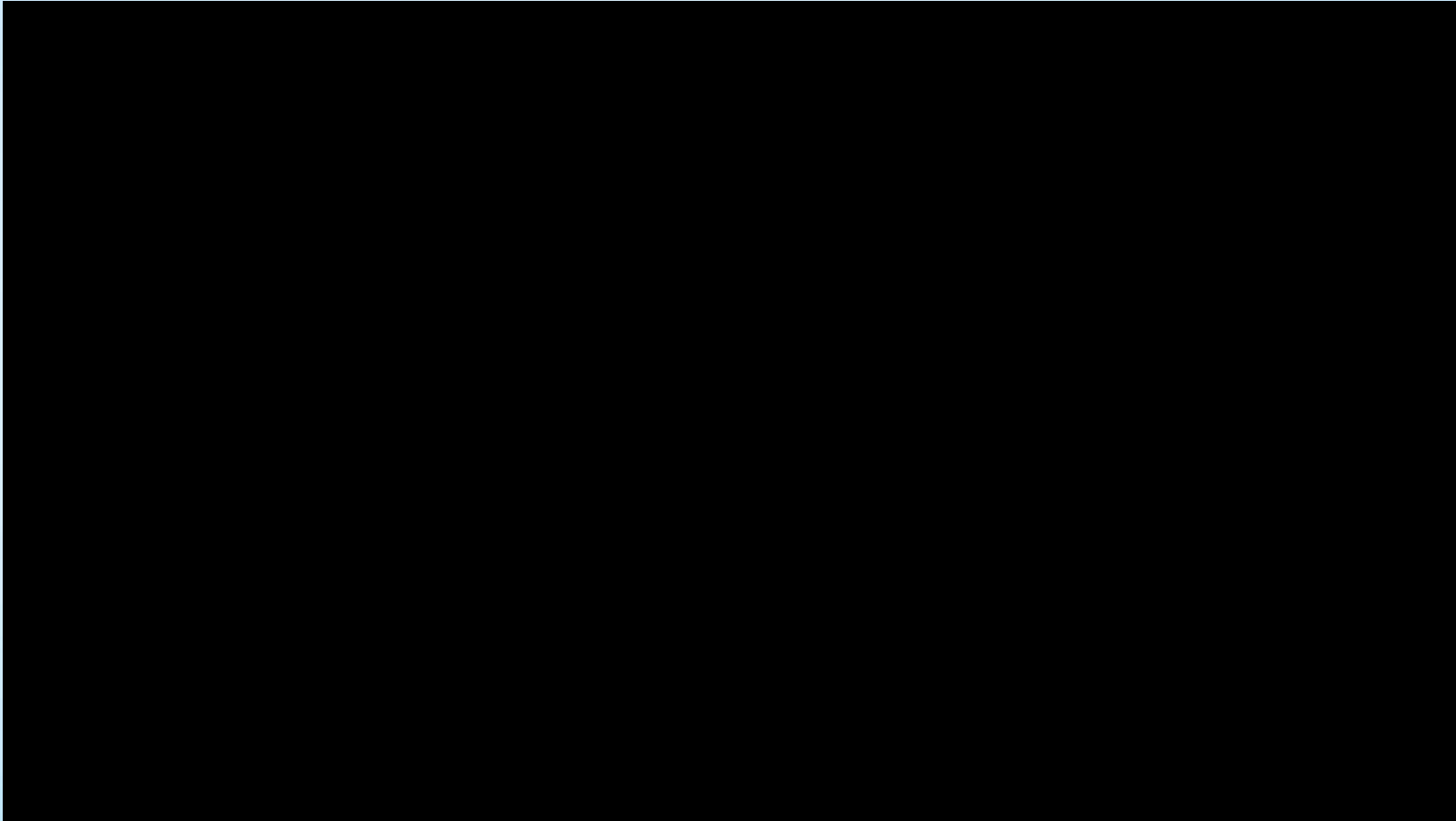
- The need for brave leadership and more courageous cultures.
- Behaviors and issues that “get in the way” of Daring Leadership
- What it takes to develop daring leaders and cultures
- The importance of vulnerability and how it relates to Daring Leadership
- What it means to “Rumble with Vulnerability” – the foundational skill set of courage-building.

Let's

CATCH-UP

Courage to Change Video

5



The Need for Brave Leadership and Courageous Cultures...Why Now?

“The times they are a changin’” – faster than ever! There is more “unknown” and uncertainty than ever!

Global senior leaders were asked to identify what about the way people are leading today needs to change in order for leaders to be successful in a complex, rapidly changing environment where we’re faced with seemingly intractable challenges and an insatiable demand for innovation. **There was one answer:**



**We need braver leaders and more courageous cultures.
Especially now, in light of what is going on in California.**

Current Factors Impacting COC Now

- Vision 2022 Goals
- Comprehensive Plan
- Homelessness
- Food Insecurity
- DACA and Dream Act
- Changing demands of the Workforce
- New Funding Formula
- New Placement Model
- OER
- Pathways
- New role for Noncredit Project and Work Based Learning



We will need to do business differently!

The SCFF Is Not What The Formula Used To Be...

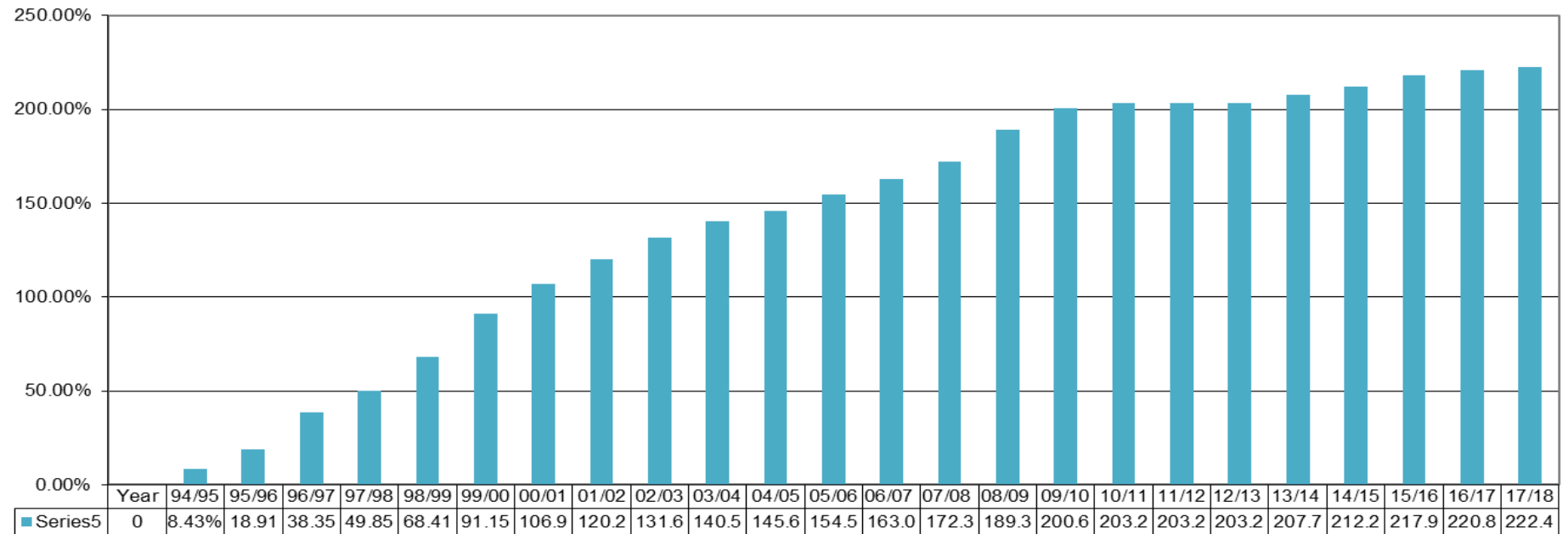
OLD FORMULA

- Funding student access for more students
- The more students we served, the more money we received

We controlled our revenue...

History of Funded Growth for COC

Cumulative Funded Growth 1994/95 - 2017/18



Total Cumulative Funded Growth of 222.4%

The SCFF Is Not What The Formula Used To Be...

FROM :

Funding student access for more students at 100%

\$5,635 x Credit FTES

TO:

Funding a fixed number of students at 70% -

\$3,849 x Credit FTES

AND....more if they:

1) Receive financial aid (+20%) and/or -

\$ 949 x Pell,CPG, AB540

2) Complete an AA/AS -

\$1,363 x AA/AS Degree

(Other Possible Success Metrics: ADT certificate,
CTE, Math/English in First Year, Transfer to 4-Year)

**Total Possible Funding if financial aid student receives a degree
(This represents only about 1,000 FTES or 6%)**

\$ 6,161 Total

SCFF – How Students Are Funded?

Exceptions are:

Traditional Non-Credit FTES	\$3,457
CDCP (NC) FTES	\$5,635
Incarcerated FTES	\$5,635
Concurrently enrolled FTES	\$5,635

WHY are these students are exceptions?

- They typically are not on financial aid
- They most likely will not complete in three years

Who does this formula leave out?

- Part time students (75% of our population)
- Returning students working fulltime and going one class at a time to advance
- The Public Safety (Fire, Police, Sheriffs) employees or trainees
- Those students who philosophically do not want to take financial aid.
- Those who can't get their parents cooperation to apply for FAFSA

So, what are we doing?

Strategy 1 - Working Strategically to Change the Formula

- Working to change the metrics:
 - To include first generation college student definition
 - To use Perkins criteria for low income students
 - To exempt Public Safety students from formula
 - To incorporate a factor for those colleges in high cost of living areas.

So, what are we doing?

Strategy 2 – Developing and deploying strategies to increase the number of students to maximize funding:

- International Students
- College Promise/Pell Students
- Incarcerated Students
- Concurrently Enrolled Students
- Personal and Professional Learning
- And, students on Financial Aid (NOT LOANS)!

Doing Business Differently

In The Spotlight

**Tom Bilbruck
Financial Aid**



The Benefits of a Courageous Culture

We have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected in order to:

- Scale leadership and build courage in teams and organizations
- Help others grow and develop
- Involve others in decisions affecting them
- Show concern for colleagues and students
- Take courageous action – congruent with values
- Pursue a standard of excellence
- Think ahead and plan



No idea is a bad idea!

Part of creating a courageous culture is promoting a safe place for everyone to come forward, speak up, share their thoughts and ideas, and work together to bring ideas from concept to reality!

- In fact, allowing ourselves to be vulnerable is one of the best ways to connect with others and to create our best and most impactful work. But, we must overcome the fear of being judged, of being wrong, or being rejected.
- Creative work is exploratory
- It is a constant process of trial and error
- There are likely to be failures and changes before the best outcome is produced.
- If you're not prepared to be wrong, it is unlikely that you'll ever come up with anything original.



Courageous Cultures Inspire Creativity, Innovation and Connection

Creativity and innovation are the result of a courageous culture where vulnerability is rewarded.

When we feel safe, seen, heard and respected, we are more likely to become willing to share our thoughts, bounce our ideas with other team members, and to pursue creativity.

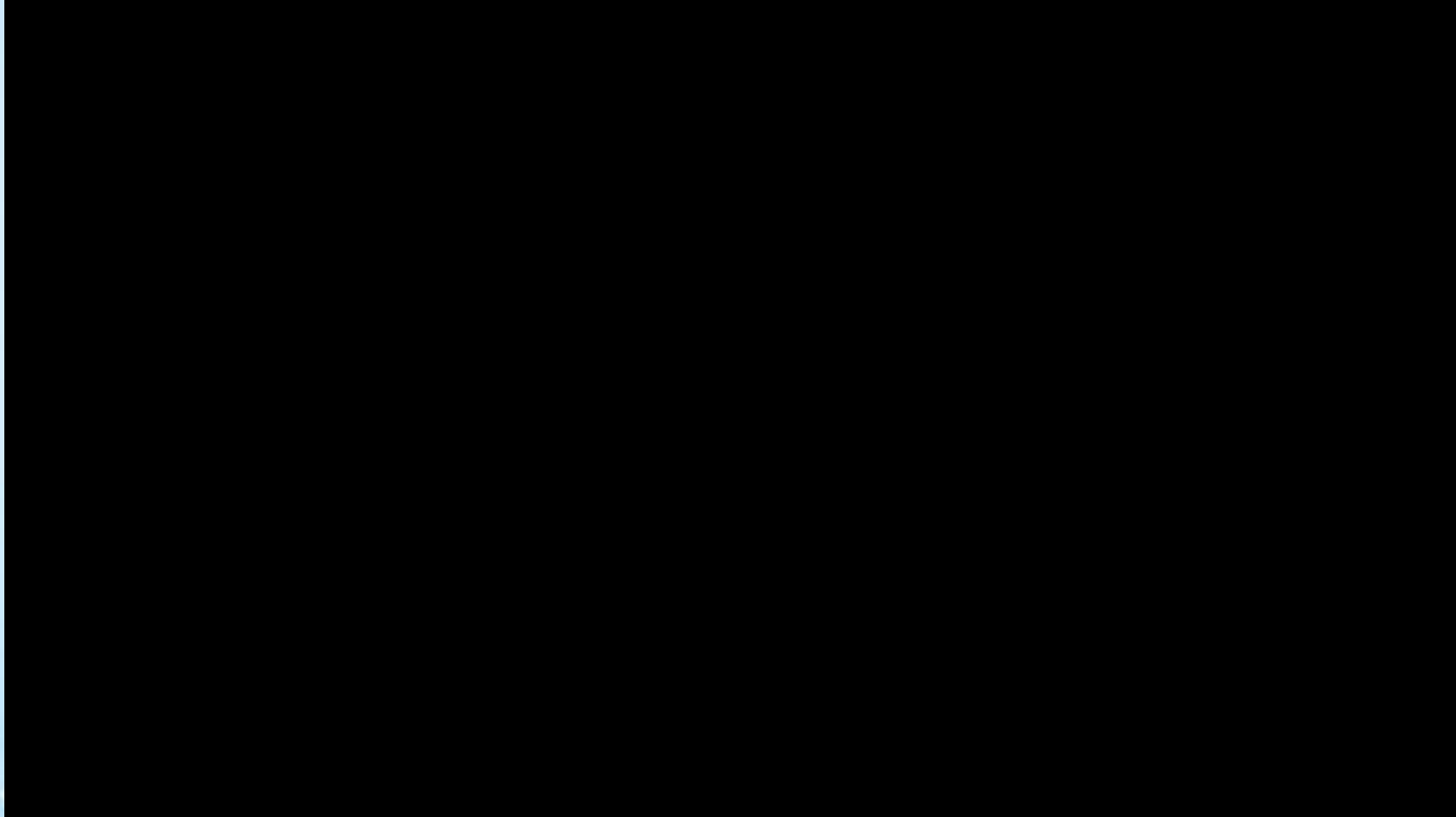
When we do not feel safe, we resist vulnerability, we shut down and stop new innovative, ideas from coming forth.

Embracing vulnerability powers connection, creativity and innovation!



Courage is Already Inside video

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“Courage is Being Scared to Death and Saddling Up Anyway.”

~John Wayne

Courage is the willingness to risk hurt or failure. Learn to push through the discomfort. It's never easy, but we're always grateful and stronger when we're done.



So, how have you created a courageous culture?



Table Exercise



**So, how have you created a courageous culture?
Please write down your answers on flip charts.**

What is standing in the way of Daring Leadership?

Behaviors and cultural issues that leaders identify as “getting in the way” in organizations across the world are:

- Managing problematic behaviors instead of addressing fears and feelings that show up during change and upheaval.
- Diminishing trust caused by lack of connection and empathy.
- **Avoiding tough conversations, including giving honest, productive feedback.**
- Not taking smart risks or creating and sharing bold ideas to meet changing demands and the insatiable need for innovation.
- Getting stuck and defined by setbacks, disappointments, and failures.



**We all most likely exhibit these behaviors.
Think about what is holding you back?**

How do YOU inspire courage, creativity and innovation?

Give yourself and others permission to...

Embrace Diversity: Bring together groups (faculty, staff, and students) from different backgrounds, different ages and genders, different cultural backgrounds, and professional experiences to work on groups projects.

Encourage Collaboration: Get people to work together in a shared process in which their inaction affects the nature of the project and its outcomes.

Value Everyone's Contributions:

- Accept every idea that is offered
- Don't negate other people's contributions, but build on them
- Avoid negative criticism, putdowns, or dismissive remarks
- Don't judge what others produce, help them make something of it

What it takes to develop into a Daring Leader

At its core, leadership is simple: moving others toward a goal. In order for people to lead, desirable characteristics include:

- **Communicating through listening/learning**
- Demonstrating character
- Projecting authority
- Influencing through others
- Making tough decisions
- Showing humility
- Exhibiting humor
- Motivating from within
- Leading: be seen, be heard, be there
- Being Daring!

“We can choose courage or we can choose comfort, but we can’t have both. Not at the same time.”

~Brene Brown

10 Traits of Courageous Leaders

1. **Confront reality head-on.** Only by knowing the true current state can you lead your team to a better place.
2. **Seek feedback and listen.** Unfiltered 360- degree feedback is not always easy to hear, but it can breathe new life into your relationships and leadership style if you listen and act.
3. **Say what needs to be said.** Having crucial conversations helps cut through the smoke and move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular.
4. **Encourage push-back.** By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that in the tension of diverse opinions lies a better answer.
5. **Take action on performance issues.** By taking swift action to reassign or exit underperforming employees, you are helping yourself, the team and organization.
6. **Communicate openly and frequently.** Courageous leaders refuse to hide behind jargon and wiggle-words – they use straight-talk and are not afraid to say “I don’t know.” They also share information instead of hoarding it.
7. **Lead change.** Envision a better way, a better solution, a better product – and approach it with determination and an open mind, knowing that it will be messy and that a mid-course correction may be necessary. You need to bring people along the change process for them to truly engage.
8. **Make decision and move forward.** Avoid the crutch of “analysis paralysis” and make the decision. Forward movement is always better than being stuck in place.
9. **Give credit to others.** A good leader takes more than their fair share of the blame and less than their fair share of the credit.
10. **Hold people (and yourself) accountable.** Accountability begins with you – holding yourself responsible for modeling the behaviors you expect of others.

All these traits involve experiencing vulnerability

Rumbling with Vulnerability



Where Courage Meets Fear

Daring Leadership is born through Vulnerability

Vulnerability is essential to becoming a daring leader!

If we want to be daring leaders, we must be able to manage **the emotions we experience during times of uncertainty, risk, and emotional exposure** (otherwise known as vulnerability).

Vulnerability is the birthplace of innovation, creativity and change.

So, what's involved in daring leadership?

It is born through interaction and communicating...or rumbing!

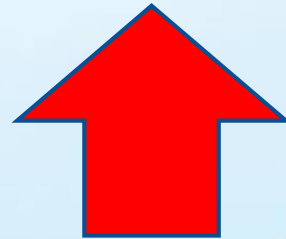


**What do you have to do if you are going to be daring?
Write recommendations on flip charts.**

So, what is a rumble?

A rumble is a discussion, conversation, or meeting that commits to:

- Leaning into vulnerability (stop being defensive)
- Staying curious and generous, fair and objective
- Sticking with the messy middle of the problem identification and solving
- Taking a break and circling back when necessary
- Being fearless in owning our behaviors
- Checking for understanding
- Listening with the same passion with which we want to be heard



Think about how many of your meetings commit to these? If not, why not?



What is the goal of a “rumble”?

The goal is to serve the work and each other, not our egos.

We use the word **rumble** to say,

“Let’s have a real conversation, even if it’s tough.”

It’s an intention setter and a behavioral cue or reminder.



Many people don’t care to have a “real” conversation.

When We Interact, We Become Vulnerable

So, what is Vulnerability?

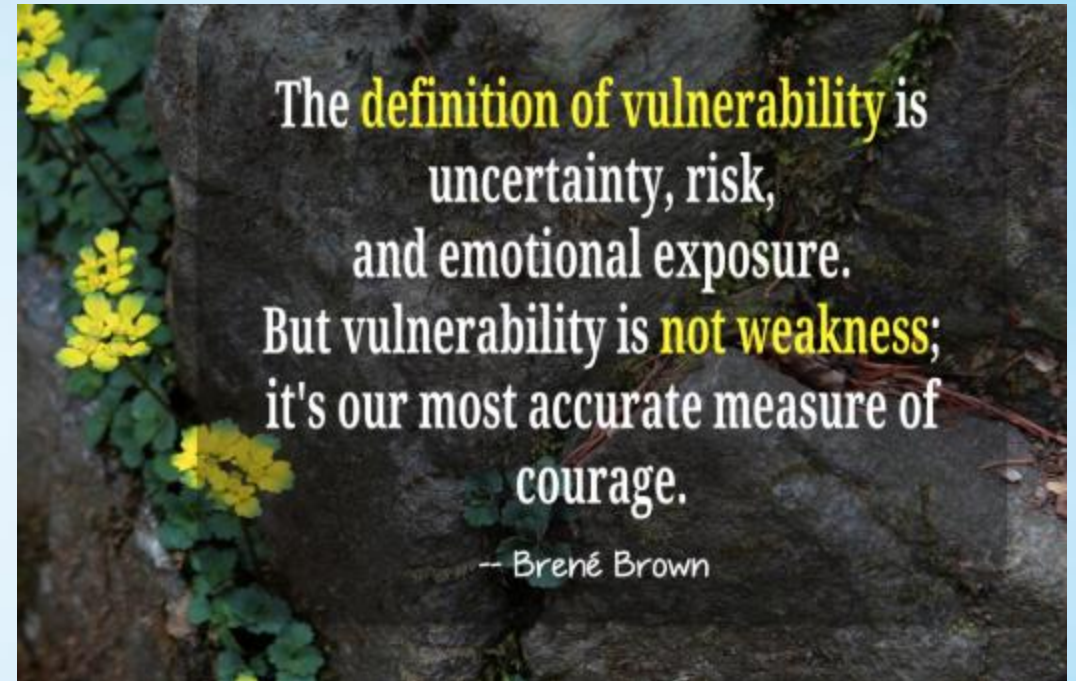
Vulnerability is defined as:

- The state of having one's guard down
- Openness to experiences and people
- The emotion we experience during times of uncertainty, risk and emotional exposure
- Not needing to be in charge or to be right

It means showing the world who you are and trying something even if the outcome is uncertain!



Ask yourself how well you do this...



Vulnerable people try new experiences

“Probably the most important characteristic of vulnerable individuals is openness to experiences in which outcomes cannot be known in advance.” ~Robert Stolorow

Vulnerable experiences:

- Are not easy and terrifying at times
- Make us feel anxious and uncertain
- Make us want to self protect

Instead of running from these experiences, **leaders** put themselves out there in spite of their emotions. They:

- Acknowledge that life is full of ups and downs.
- Connect with others
- Are open to possibilities and opportunities to grow
- Make great leaders
- Are kind to themselves
- Embrace their vulnerability to experience all aspects of life!



Table Exercise: What new experiences have you tried?

Fail Forward



Rumbling with Vulnerability

In The Spotlight

Student Trustee



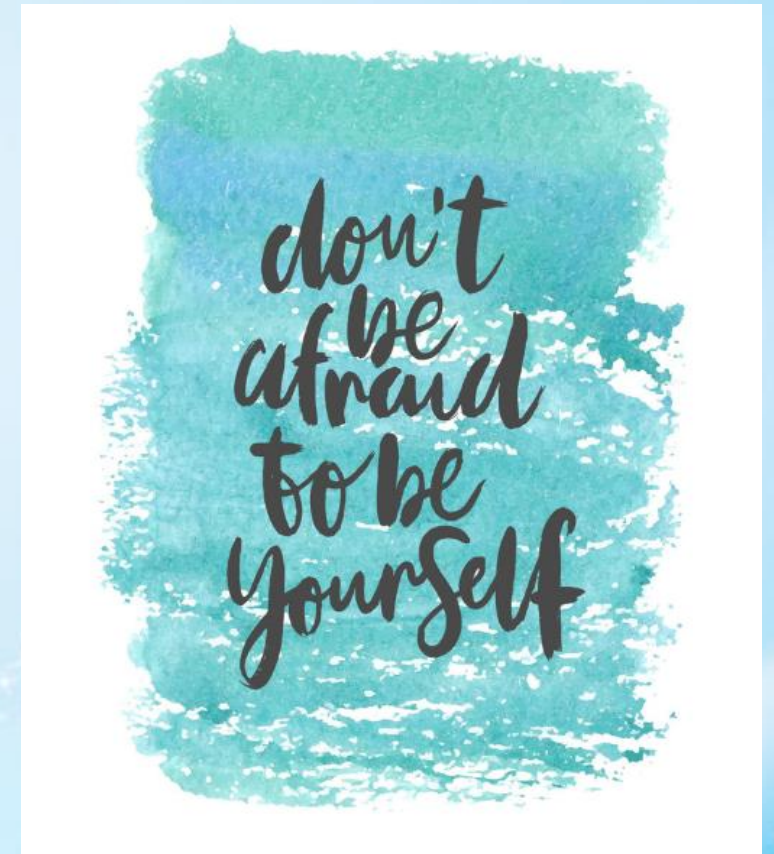
So, What is Vulnerability?

Vulnerability is not weakness. Choosing to be vulnerable is the ultimate form of strength!

Vulnerability is not a flaw, a shortcoming, or something you have to apologize for. It is something strong, raw, and powerful.

Vulnerability takes strength. It is:

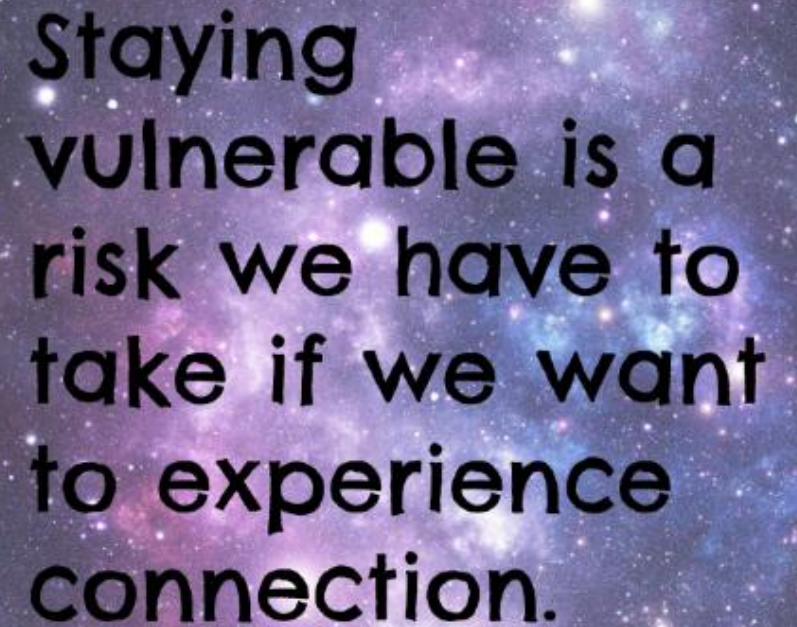
- Acknowledging that difficulty lies ahead, but resolving to meet it head on.
- Knowing there is a possibility of being hurt, but opening your doors anyway.
- Being pushed down seven times and getting up eight
- Giving the benefit of the doubt even if it's not completely earned.
- Looking the world in the face and saying, "This is who I am. So who are you?"



Vulnerability is essential for Connection and Creativity

Creating something new always carries an element of risk and uncertainty.

- Embracing the experience of feeling vulnerable and stepping out of your comfort zone despite these feelings, is precisely when we tend to create work that others will connect with.
- These moments can bring a lot of creativity and make ideas flourish.
- Often the things we try hardest to hide are the things that connect us most with others, whether it's fear, heartache, or sadness.
- When we are prepared to share those things, it can have a meaningful impact on other people.



**Staying
vulnerable is a
risk we have to
take if we want
to experience
connection.**

-Brené Brown

What are the Results of Being Vulnerable?

Vulnerability inspires results.

Adaptability to change, hard conversations, feedback, problem solving, ethical decision making, recognition, resilience, and all of the other skills that underpin Daring Leadership are born of vulnerability.

You create opportunities and improve outcomes when you:

- Are willing to embrace the discomfort of an unpleasant but unavoidable situation for forward progress.
- Have the courage to face your fears and the uncertainty of the future.
- Become open and honest about your beliefs and values.

Don't be an extra in your own movie. Move out of your comfort zone. Don't be afraid of feeling uncomfortable or awkward. Step-out and make it happen.

Bob Proctor

Vulnerable leaders inspire, are more authentic, and build bonds that lead to results!

Exercise: The Six Myths of Vulnerability

What Do We Tell Ourselves about Vulnerability?

The 6 Myths of Vulnerability

Myth #1: “Vulnerability is weakness.” All acts of courage involve experiencing vulnerability.

Myth #2: “I don’t do vulnerability.” When we choose to ignore vulnerability, we let fear drive our thinking and behavior.

Myth #3: “I can go it alone.” As humans, we are hardwired for connection. We derive strength from our ability to communicate and work together.

Myth #4: “You can engineer the uncertainty and discomfort out of vulnerability.” Ethical decision making - holding people responsible for ethics and values requires vulnerability. You cannot remove uncertainty, risk, and emotional exposure from human experiences.

Myth #5: “Trust comes before vulnerability.” We need trust to be vulnerable, and we need to be vulnerable in order to build trust. Trust is the stacking and layering of small moments and reciprocal vulnerability over time. Trust and vulnerability grow together, and to betray one is to destroy both.

Myth #6: “Vulnerability is disclosure.” Leaders do not need to overshare or disclose inappropriately to build connection or trust with others.



In order to enable vulnerability to become a strength, we need to bust these myths!

Putting it all together...what does “Rumbling with Vulnerability” mean?

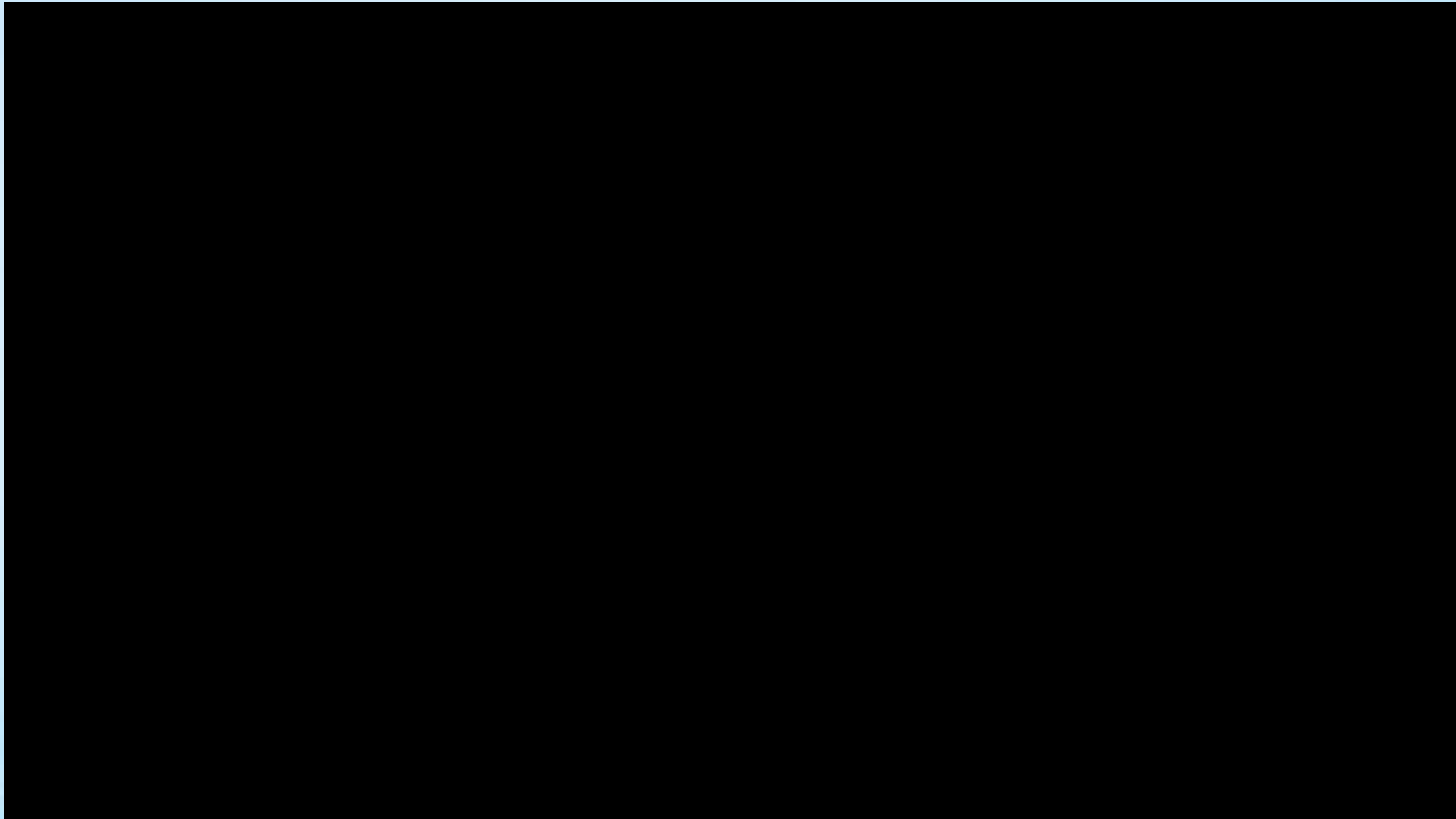
Rumbling with Vulnerability means having the courage to show up fully when you can't control the outcome; stepping into tough conversations and providing honest and productive feedback.

**There is so much strength in being vulnerable.
It truly is your super power!**



**How do we ask our students to rumble with vulnerability?
Discuss at your tables.**

What's the Difference between Fear and Armor Video



Rumbling with Vulnerability

In The Spotlight

ASG President



What is standing in the way of Daring Leadership?

- Too much shame and blame, lots of judging, not enough accountability and learning.
- Opting out of vital conversations about diversity and inclusivity.
- Rushing into ineffective or unsustainable solutions rather than staying with problem identification and solving.
- Assessing organization values in terms of aspirations rather than actual behaviors that can be taught, measured, and evaluated.
- Perfectionism and fear that keep people from learning and growing.

The greatest barrier to brave, courageous, daring leadership is not fear itself – *it's how we respond to our fear.*

When we aren't willing to rumble with vulnerability, we use our "armor" to protect ourselves. We move out of alignment with our values, corrode trust with our teams, and prevent ourselves from being our most courageous selves!

In many cases, **we are the barrier...**



Please write down one thing you can do to get a barrier out of the way.

A photograph of a forest with a strong red color cast. In the foreground, a river flows through the trees. The background shows a mountain range under a grey, overcast sky.

“When you are afraid of something, face it, go for it. You become a better human being.”

~Marina Abramovic

Defensiveness “Gets in the Way” of Rumbling with Vulnerability

We get in our own way, when we are afraid of:

- Admitting that we don't always have the answers or skills
- Making bad decisions or mistakes
- Not being perfect; not belonging; or not being understood
- Sounding foolish

In an attempt to protect ourselves from these emotions and defend ourselves, we “armor up” by:

- Becoming a “know it all”
- Insisting on being right
- Criticizing and blaming others
- Attaching productivity to self worth



“Everything that irritates us about others can lead us to an understanding of ourselves.”

~B. Jung

Not Listening is the Ultimate Barrier to Rumbling with Vulnerability

Not listening is armoring up...

We put our armor in the way of our effort to listen.

- **Already Knowing the Answer** – Listener believes he already knows what the speaker wants to say, before she actually finishes saying it. You might then impatiently cut her off or try to complete the sentence for her.
- **Trying to Be Helpful** – Interferes with listening because the listener is thinking about how to solve what he perceives to be the speaker's problem.
- **Treating Discussion as Competition** – Listener feels compelled to challenge every point the speaker makes, even though inwardly the listener agrees. Discussion then becomes a contest, with a score being kept for who wins the most points by arguing.



Barriers to Listening...

- **Trying to Influence or Impress** – A person who has an agenda other than simply to understand what the speaker is thinking and feeling will not be able to pay complete attention while listening.
- **Reacting to Red Flag Words** – Words can provoke a reaction in the listener that wasn't necessarily what the speaker intended. When that happens the listener won't be able to hear or pay full attention to what the speaker is saying.
- **Assuming words are universally understood** – An assumption that words that are clear to one person are clear to another.
- **Mixing Up the Forest with the Trees** – Sometimes people pay such close attention to detail, that they miss the overall meaning of context of a situation and they lose their audience!
- **Over-Splitting or Over-Lumping** – Some speakers (Splitters) tend to pay more attention to how things are different. While others (Lumpers) tend to look for how things are alike. If the speaker and listener are on opposite sides of the splitter-lumper spectrum, the different mental styles can cause confusion or lack of understanding.

Learning to Rise

The background of the slide is a wide-angle photograph of a coastal scene at dusk or dawn. The sky is a gradient of deep blue at the top, transitioning to a soft orange and yellow glow near the horizon. The water is calm, reflecting the colors of the sky. In the distance, a city skyline is visible with some lights on. The overall mood is peaceful and contemplative.

“While vulnerability is the birthplace of many of the unfulfilling experiences we long for – love, belonging, joy, creativity, and trust – the process of regaining our emotional footing in the midst of struggle is where our courage is tested and our values are forged.

Rising strong after a fall is how we cultivate wholeheartedness in our lives; it’s the process that teaches us the most about who we are.”

~Brene Brown

What is “Learning to Rise”- What does that mean?

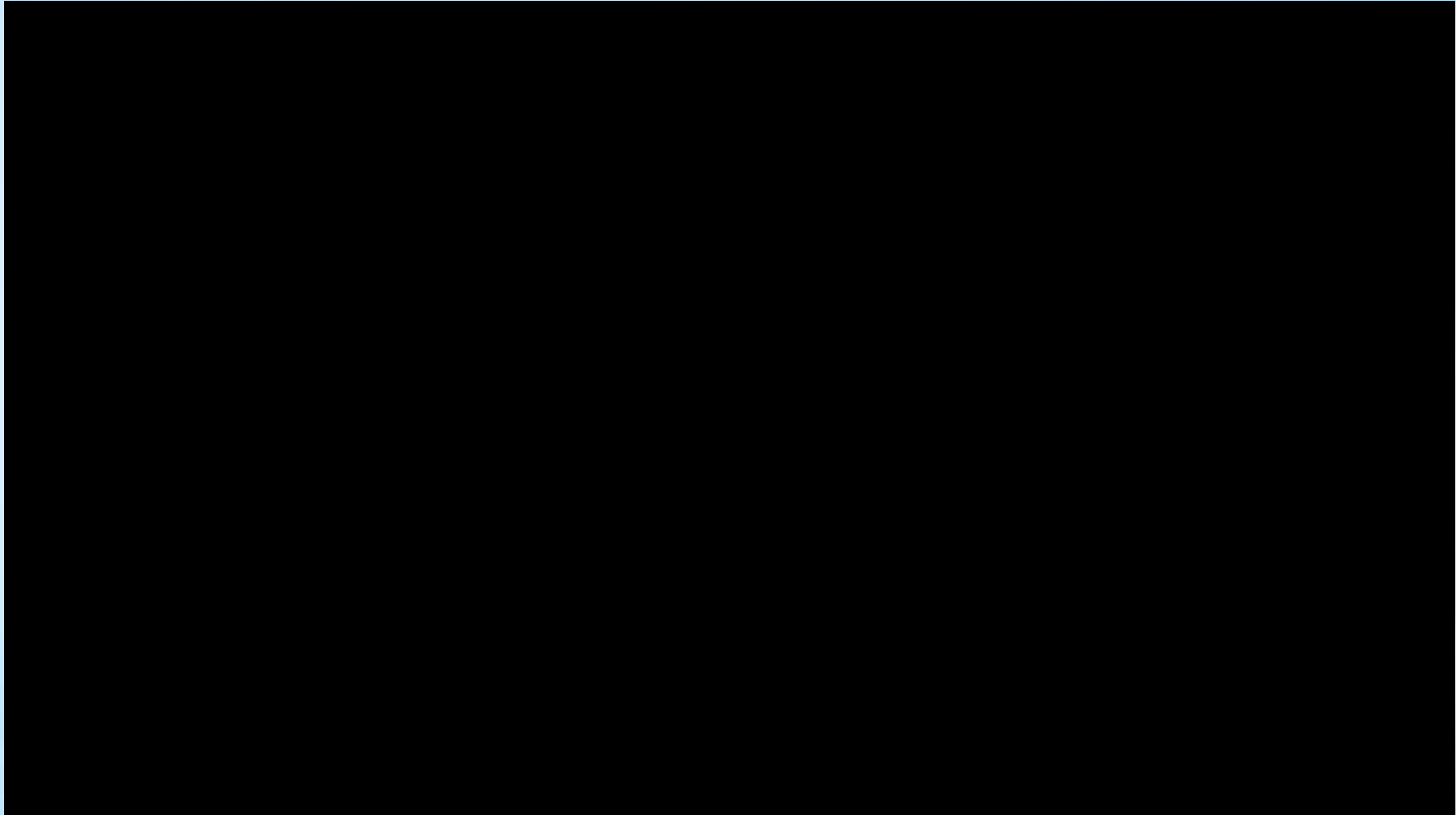
Learning to rise is about acquiring **resilience skills**.

The Merriam-Webster dictionary defines resilience as an ability to recover from or adjust easily to misfortune or change; the capacity to recover quickly from perceived setbacks.

It's learning how to “fall” and embrace failure.



How Resilience is Built (Video)



Resiliency

In The Spotlight

ISP



What are the Barriers to Rising?

Learning how to manage the “fear of failure” is essential to taking risks.

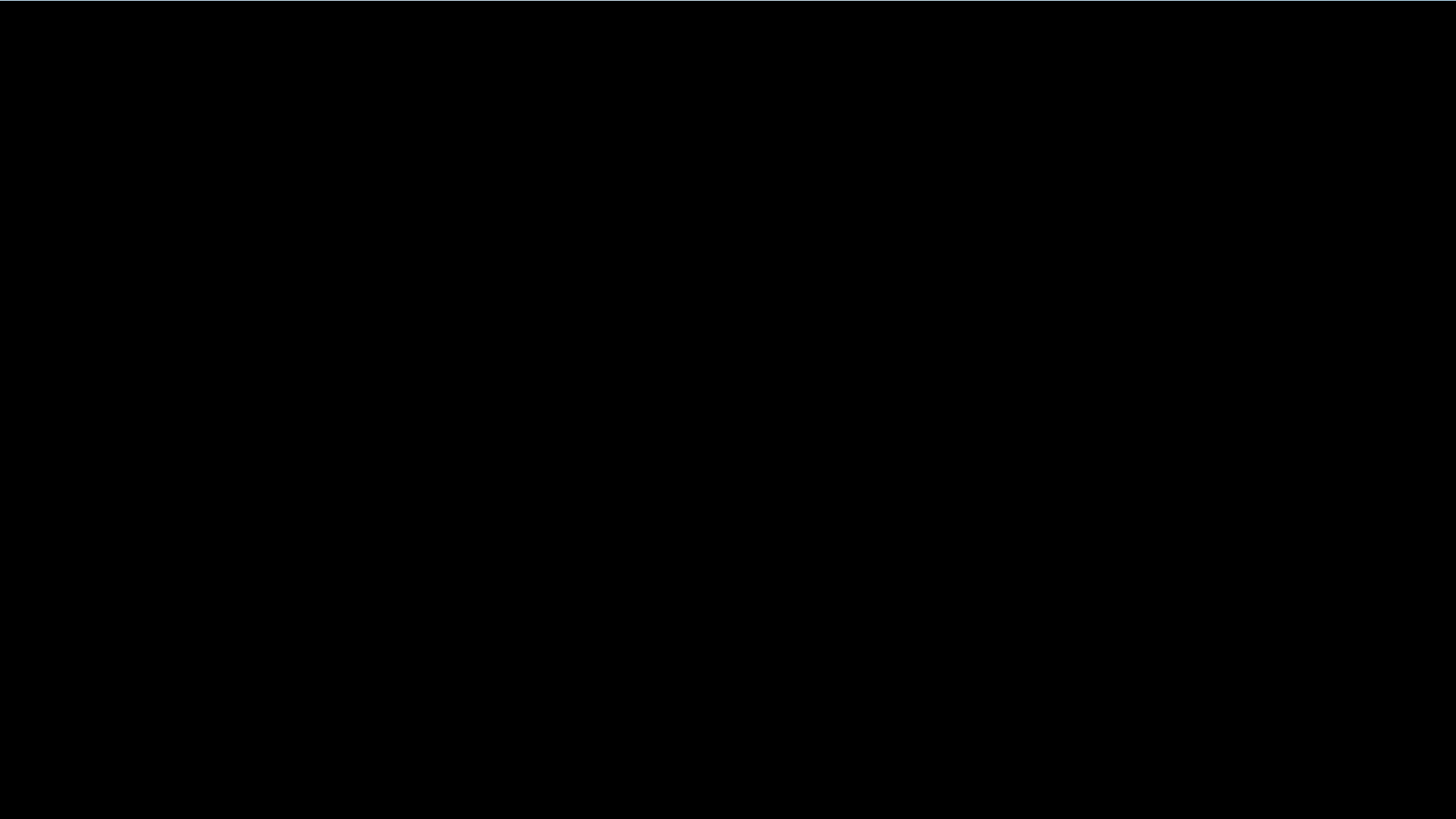
- Teaching resilience without “rumbling with vulnerability” and discussing the emotions around failing is a big miss for organizations.
- Those with the highest levels of resilience can get back up after a fall and be even more courageous and tenacious as a result. If we don't have the skills to dust ourselves off and get back up, we may not risk falling.



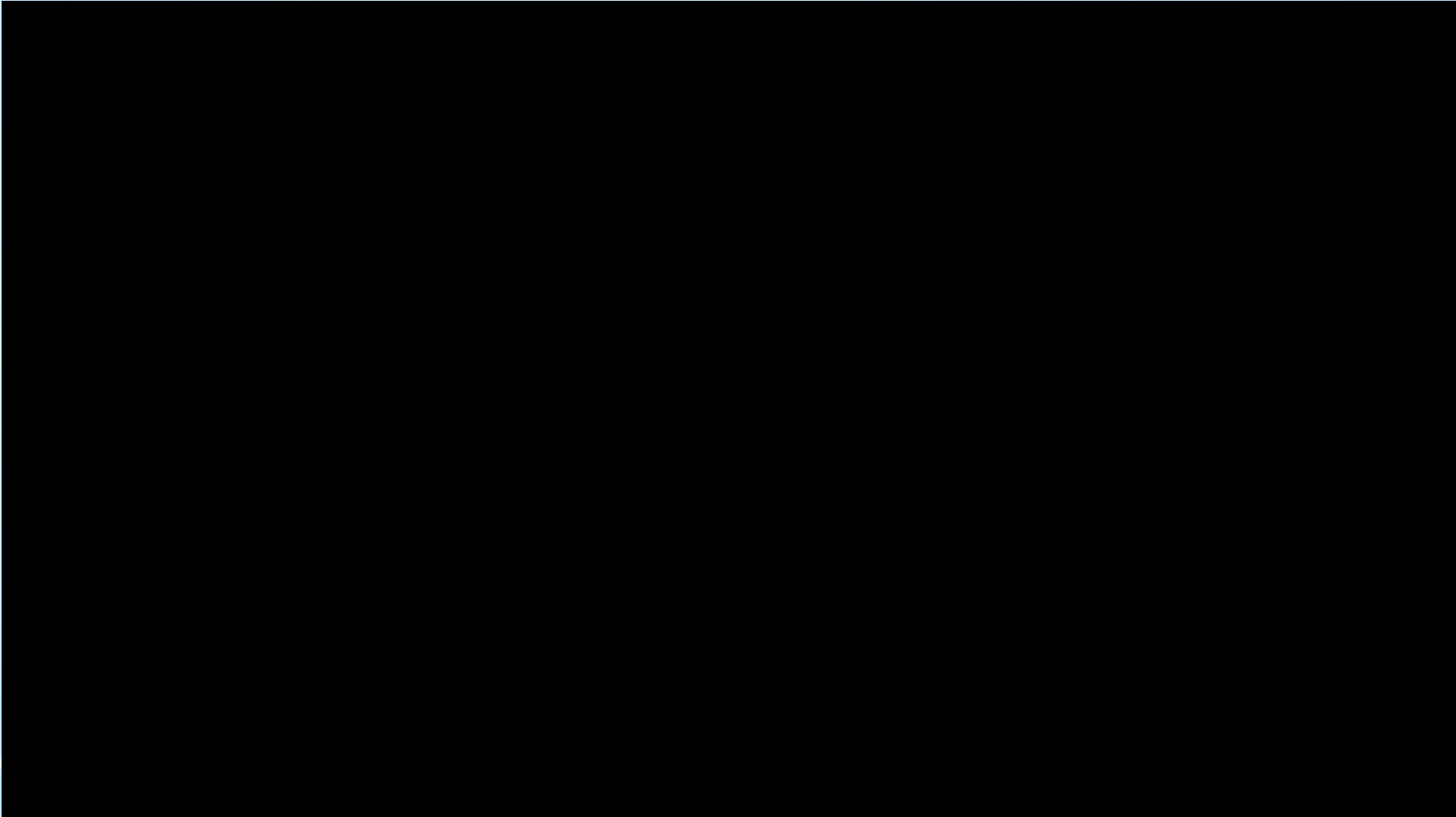
What barriers to our students face?

It's Not
How We Fall
It's How
We Rise

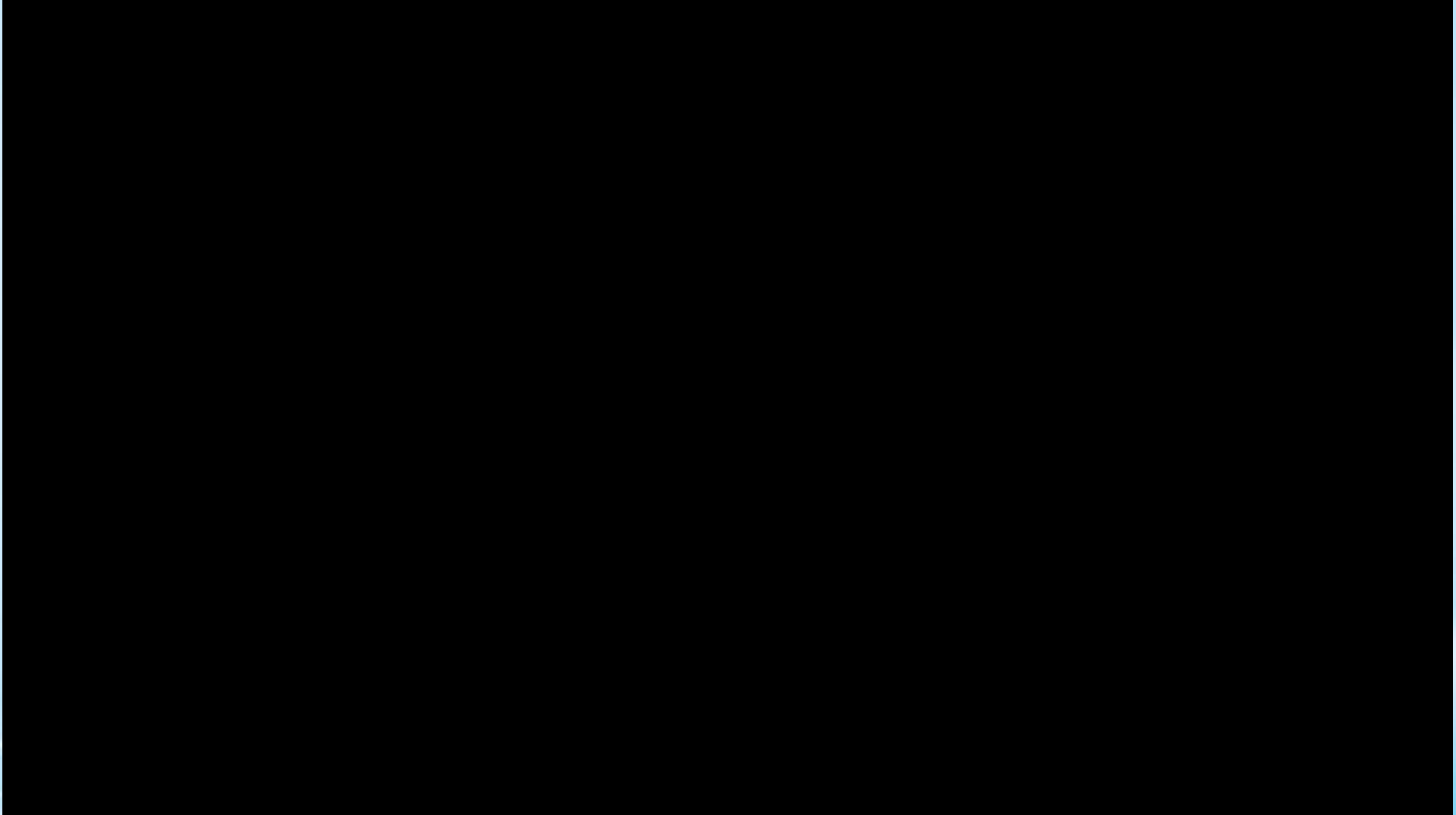
Why Vulnerability is Your Greatest Strength Video



Karina's Testimonial Video



Because We are Canyons Video



Don't Let the Fear of Failure Hold you Back!

Our relationship with failure either unlocks our full potential, or keeps us from ever realizing it.

- **“Fail forward”** or **“Fail Intelligently”** are buzzwords describing the belief that dealing with failure intelligently is the driver we need to improve the way we learn, innovate, and find the agility to stay relevant and competitive.
- Most of us are taught to avoid failure at all costs. We understand the pressure to perform and the fear of blame associated with failure.

“What disturbs men’s minds is not events but their judgments on events.”

~Epictetus

Daring to Lead: What's Next?

Today, we are going to focus on:

- How we see ourselves – how others see us
- The importance of communication as a tool to help us become brave and daring leaders
- The collection of behaviors and skill sets that can help us dare to do and equip us to lead
- What it takes to create a courageous culture in whatever venue we are in



Exercise: The Way We See Me Questionnaire



Communication is the real work of leadership.
~Nitin Nohria

The Importance of Communication

A serene sunset over a calm ocean with a city skyline visible in the distance. The sky transitions from a deep blue at the top to a warm orange and yellow near the horizon. The water is a deep blue with gentle ripples. In the far distance, a city skyline is visible with some lights.

Understanding the Importance of Effective Communication Skills

THE CORNERSTONE OF EFFECTIVE LEADERSHIP



“It is the providence of knowledge to speak and it is the privilege of wisdom to listen.” ~O. W. Holmes

Communication is the Language of Leadership

Communication is one of the most critical aspects of leadership.

- Great leaders are also exceptional communicators.
- Communication skills enable leaders to transfer ideas, align expectations, inspire action, and spread the vision.

**LEADERSHIP AND
COMMUNICATION
GO HAND IN HAND.**

Mayor Bryan Baptiste

So, what do you need to work on in communicating?

Exercise: Things to Work on...

Leaders Must Be Effective Communicators

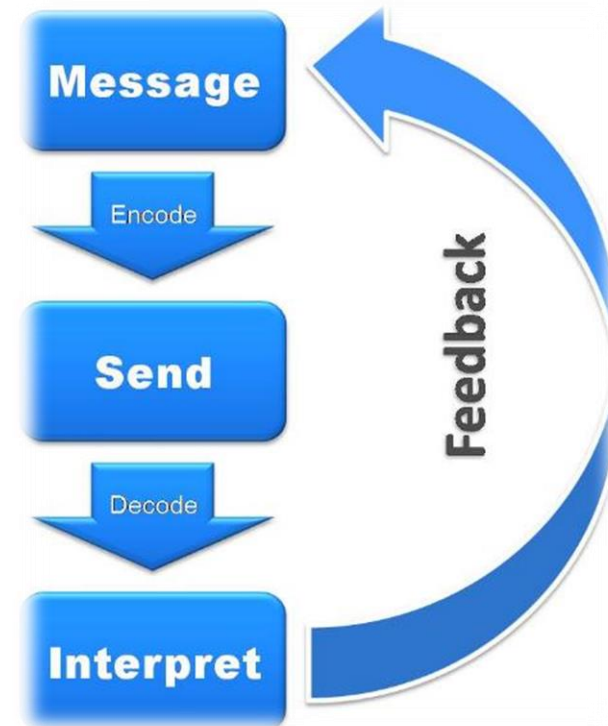
To persuade and influence, leaders must be able to communicate frequently and easily with others.

- Leaders must possess exceptional communication skills and the ability to:
 - ✓ Listen with ability to elicit information by good questing
 - ✓ Build rapport quickly and effectively
 - ✓ Develop good, strong relationships with others (peers & subordinates)
 - ✓ Get their point across in formal presentations, informal meetings and casual conversations.
 - ✓ Read people by sensing moods, dynamics, attitudes, values and concerns
 - ✓ Adapt accordingly without missing a beat

Why? Effective Communication is *The “Make or Break” Workplace Skill*

Effective Communication

- Helps create a *human* connection between colleagues.
- Becomes essential to a **productive workplace** by:
 - ✓ Allowing employees to work cohesively and professionally
 - ✓ Helping to make the workplace run more smoothly
 - ✓ Reducing false starts and mistakes
- Encourages & invites engagement.



What is Effective Communication Anyway?

Effective communication happens when

- The person giving the information (giver) provides
 - ✓ Clear context and frame of reference
 - ✓ Relays and explains information in a clear, concise manner in terms understood by the person(s) in front of him/her.
- The person receiving the information (receiver)
 - ✓ Understands the message the way it was intended.
 - ✓ Can get to work immediately using the information precisely as it was given with no need to repeatedly ask for clarification and/or additional information.

“I know you believe you understand what you think I said, but I’m not sure you realize that what you heard is not what I meant.” ~Unknown

***Communication is a process;
there is no beginning and there is no end.***

***Referring to the
ongoing, continuous,
dynamic sense of
relationships existing in
all communications.***

The Seven Components for Effective Communication



Are:

- Be Clear
- Be Concise
- Be Concrete
- Be Correct
- Be Coherent
- Be Complete
- Be Courteous
(or Civil)

The Seven Components for Effective Communication

Be Clear

- Be crystal clear *and* minimize the number of ideas in each sentence.
- Ensure that the receiver understands the *meaning* (different generations may have varying definitions for the same topics).
- Say what you mean - Don't make people "read between the lines"



The Seven Components for Effective Communication

Be Concise

- Keep it brief.
- Stick to the point.
- Don't use 6 sentences when 3 will do.
- Finish those 3 sentences *before* moving on to the next thought...don't be a pachinko machine!



Finish a sentence before going off on another tangent otherwise, your audience hears this!

The Seven Components for Effective Communication

Be Concrete

- Paint a clear picture of what you are describing.
- Ensure there are solid details (but not too many!)
- Include vivid facts, and specific examples.



The Seven Components for Effective Communication

Be Correct

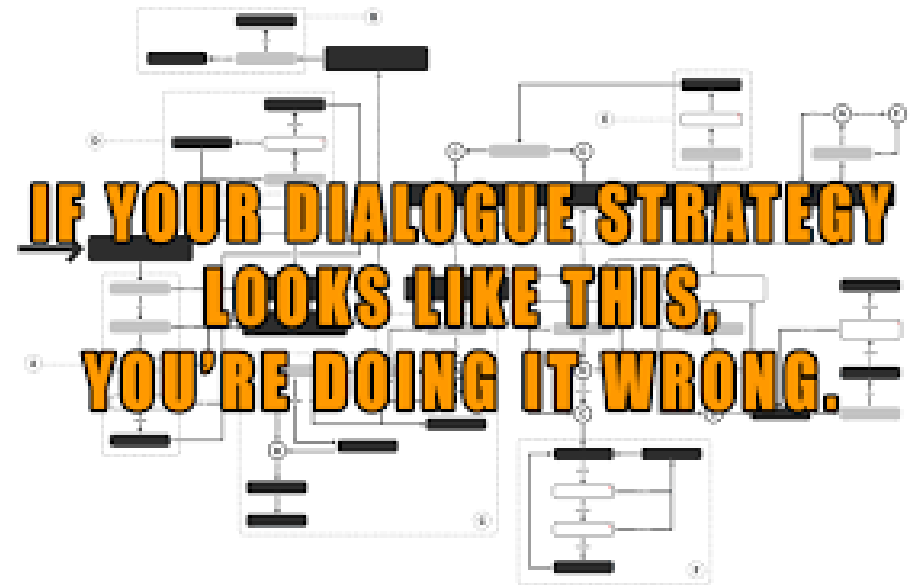
- Use the language that fits the audience.
- Include only verifiable & accurate facts (don't “wing” it).
- Choose non-judgmental expressions.



The Seven Components for Effective Communication

Be Coherent

- Ensure the communication *is logical*.
- Check that all points are connected and relevant to the main topic.
- Double check that tone and flow of communication is consistent.



The Seven Components for Effective Communication



*Being incomplete while communicating is like asking someone to finish a puzzle— **when you already know piece is missing!***

Be Complete

- Include all relevant information— who, what, when, where, why, how.
- Don't leave room for the listener to fill in the blanks.
- Include a call to action to make it clear what you want.
- Include context for the statement(s).

The Seven Components for Effective Communication

Be Courteous (or Civil)

- Be sure your communications are friendly, open and honest
- Forgo hidden insults or passive-aggressive tones—you only undermine *you*.
- Keep the *audience's* viewpoint in mind.
- Ensure that you're empathetic to the target audience.



How to Avoid Barriers to Effective Communication So That You Can LEAD

- **Avoid Becoming Emotional**—Unsteady emotions cause others to doubt if you know what you're talking about or if you're the right person for the project/job.
 - ✓ They are *your* emotions...keep 'em steady!
- **Do Not Be Too Eager to Respond**—Do *not* talk over other people! Let the other person finish and *then* ask if they are open to ideas.
 - ✓ Over eagerness signals “Hey, that’s great, but my idea is better!” (In other words, “I don’t care what you have to say!”)



**Where the motto is:
My idea is better than
yours!**

How to Avoid Barriers to Effective Communication So That You Can LEAD

- **Avoid Using Closed Words-** Words like “never,” “ever,” “we always” may leave the impression that you are not open to compromise.
- **Don’t Make Snap judgments-** Gather more information before casting judgements about others. Too often, off-the-cuff assessments are incorrect and waste time!



How to Avoid Barriers to Effective Communication So That You Can LEAD



- **Don't Judge and Don't Gossip!** —The surest way to shut down someone's hearing.
 - ✓ Do ***you*** want to hear *anything* from someone who thinks lesser of you?
- **Watch your Verbal and Non-Verbal Gestures – Do not Attack the individual** — Guaranteed to turn off the ears and turn on the “fight or flight” mechanism.



How can we improve our ability to listen?

Steps to Better Listening

“The word ‘listen’ contains the same letters as the word ‘silent’”. ~A. Brendel

You Can LEARN to Listen Better!

Because listening is a learned skill, changes won't occur overnight. Yet

- As with any skill, “practice makes perfect”
- With the desire to become a better listener, knowledge of listening skills and a willingness to work, major improvements can be made.
- Then, no one will say to you, “You never listen to me!”

Exercise

Listening Quiz Handout

Please answer the **True or False** questions on your hand out, as objectively as possible.

Discuss at your table

Steps to Better Listening

Create a supportive climate – be calm

- Reduce or eliminate environmental distractions.
- Avoid statements or actions likely to create defensiveness.

Put the other person first

- Focus on understanding what he/she has to say and use your brain's free time to that end.
- Give the other person your full undivided attention.



The definition of CALM is creating perspective and mindfulness while managing emotional reactivity.

Steps to Better Listening

Listen “Actively”

- Pay attention
- Show that you’re listening
- Defer judgment
- Respond appropriately

Communicate that you *are* listening: Being a better listener is only half the job:

- You must also let the other person know that you are listening through:
 - ✓ Eye contact
 - ✓ Facial expressions
 - ✓ Body posture
 - ✓ Feedback



The Importance of Learning to Handle Tough Conversations



Why Do we Avoid Tough Conversations?

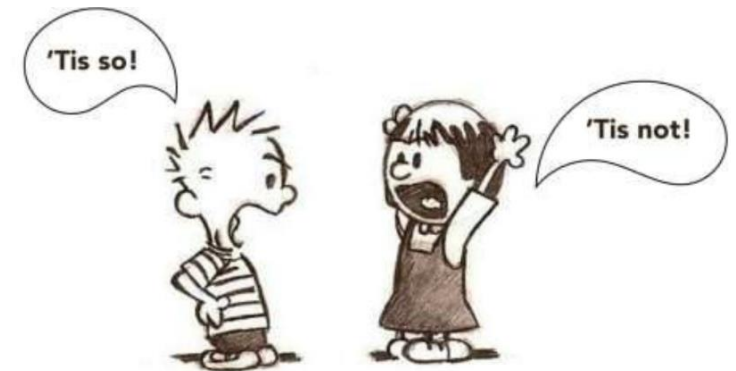
Reasons for avoiding tough conversations include:

- Lack of courage or skills
- Culture norm of “nice and polite”

The good news is that tough conversations can actually strengthen relationships and help both parties grow personally and professionally if you handle them the right way.

The goal with tough conversations is two-fold:

- You want to solve a problem
- You want to do it without damaging your relationship with the other person



How to handle tough conversations

Before you go into a tough conversation, ask yourself these questions:

Am I being fair and consistent?

- It's important that you don't have one set of rules for one person and a different set for another.

Am I too focused on being “right”?

- Just because you may disagree with someone doesn't mean they are wrong. People have different experiences and points of view. Life isn't always about being “right” or “wrong”.

You will never enjoy tough conversations, but you can get comfortable with them. You'll often find that they are a catalyst for growth. They get people unstuck and moving in a positive direction. When you think of tough conversations this way, you may feel more inspired to get better at having them.

Steps to take to help you have tough conversations

- **Keep listening and keep questioning.** Your ego will want to race to an answer in a tough conversation, even if it doesn't address the real issues. Allow your curiosity to persist to get to the heart of a problem.
- **Do not stay silent about hard things.** When you miss an opportunity to say something just because it is uncomfortable, you betray your values.
- **Contribute more than you criticize.** Do not criticize without offering a point of view in return. If you tear something down, offer a specific plan for how to rebuild it, to make it stronger, and more substantial.
- **When someone's hurt or in pain, don't try to "fix" them.** In the face of a difficult conversation, when we see someone in pain, it's our instinct to try to make things better. We want to fix, we want to give advice. Empathy isn't about fixing, it's the braver choice to just be with someone in their darkness – not to "race to turn on the light so we feel better." A response rarely makes things better. **Connection is what heals.**

The Importance of Feedback



What is the #1 Barrier to Building a Courageous Culture?

Leaders identified the following as the number one barrier to building a daring, courageous culture: ***Avoiding tough conversations, including giving honest, productive feedback.***

Consequences of avoiding tough conversations include:

- Diminishing trust and engagement
- Increases in problematic behavior, including passive-aggressive behavior, talking behind people's backs, backchannel communication, gossip, and the "dirty yes" (say yes to your face and then go behind your back)
- Decreasing performance due to lack of clarity and shared purpose.

What Counts as Feedback?

Feedback is any information that you get about yourself.

It can be:

- Informal or formal
- Obvious or subtle
- Direct or implicit
- Verbal or nonverbal

In today's workplace, feedback plays a crucial role in:

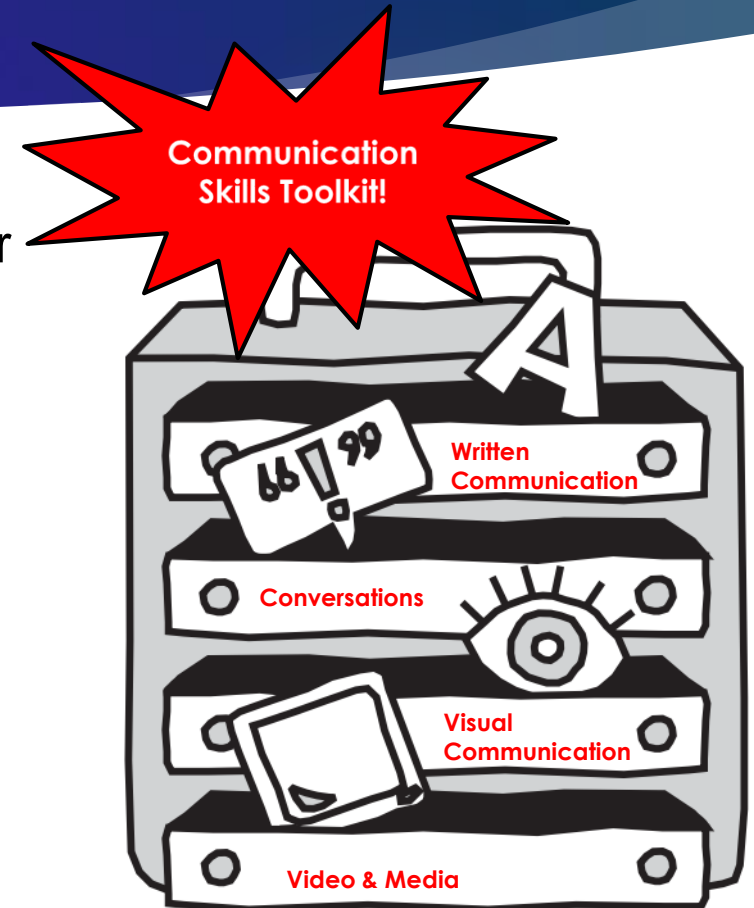
- Developing talent
- Solving problems
- Aligning teams
- Enhancing morale
- Boosting confidence



Where Feedback Fits into the Critical Communication Skills Toolkit

We all *need* feedback

- Without it, you cannot be sure that people have understood your message and you won't know if you are working in the same direction.
- Sometimes feedback is verbal, but sometimes the best feedback is non-verbal, i.e., body language
- By watching facial expressions, gestures and posture of the person with whom you're communicating you can spot
 - ✓ Confidence levels
 - ✓ Defensiveness
 - ✓ Agreement
 - ✓ Comprehension (or lack thereof)
 - ✓ Level of interest
 - ✓ Level of engagement with the message
 - ✓ Truthfulness

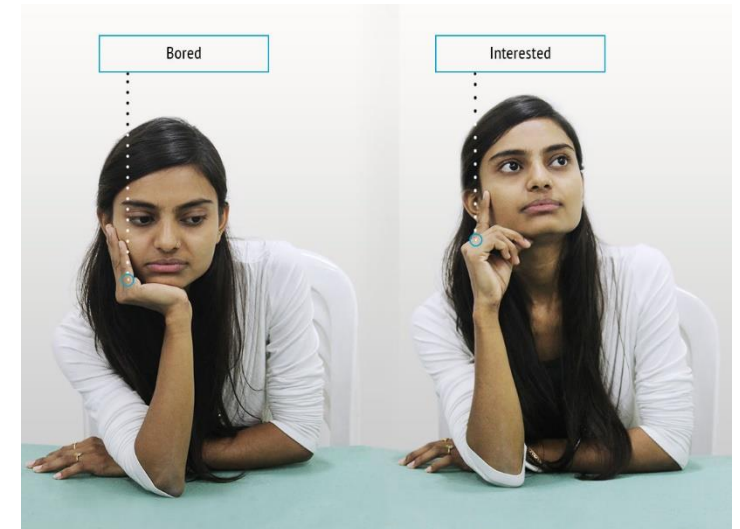


Where Feedback Fits into the Critical Communication Skills Toolkit

As a speaker, understanding your listener's body language can give you an opportunity to adjust your message

- Make it more understandable or interesting
- Cut it short [always keep an eye on your allotted time!]
- Add illustrative stories to underscore the key points

As a listener, body language can show you more about what the other person is saying. You can then ask questions to ensure that you have, indeed, understood each other.



The Benefits of Learning to Receive Feedback Well

Learning to receive feedback well is a skill that can be taught and cultivated.

The benefits of learning to receive feedback **well** are, you:

- Are more open to feedback
- Feel less threatened
- Collaborate better
- Learn to set boundaries and say “no”
- Are able to see yourself in new ways
- Develop self esteem
- Solve problems better
- Get rid of emotional triggers so you can hear what is being said
- Are more thoughtful and confident
- Find insight to grow
- Can decide how to use and learn from the information being given
- Embrace connectedness and inclusiveness



It's Easy to Misconstrue Feedback

**Words don't
mean, people
mean!
Relationships
matter!**

Goal/Comment	What Was Heard	What Was Meant
Be more confident	Give the impression that you know things even if you don't	Have the confidence to say you don't know when you don't know
Don't be so picky about whom you date	You're not a great catch, so you don't deserve a great catch.	Don't make the mistakes I've made. Don't end up like me.
I wish you weren't so darn opinionated.	Don't be interesting to talk to. Be apathetic and bland.	You don't listen to me or anyone else. It's exhausting.
You've received a 4 out of 5 this year.	Last year I got a 4. I worked much harder this year and got another 4. Hard work isn't noticed.	No one gets a 5. Few get a 4 and you've now done it twice! You are doing outstanding work.
I'd like to see you again.	You are my soul mate.	That was fun.

**Resolve to give more feedback to your team
this month and see how it goes!**



Remember, Receiving Feedback is NOT Always Pleasant

The feedback receiver controls how much feedback they let in and what they choose to do with it.

Working with someone who shuts out feedback or responds with defensiveness or arguments is exhausting – here is what happens:

- People walk on eggshells and fear conflict
- Frank discussions fade and feedback goes unspoken depriving the receiver of knowing what's wrong and how to fix it
- Problem solving is prohibited
- Important thoughts and feelings have no outlet
- Problems fester
- Solutions are not achieved

But, nothing ventured – nothing gained!



The Importance of Follow-Up



Why Does Follow-Up Matter?

It is a critical communication skill!

- This simple action helps individuals, divisions and institutions stand out from everyone else
- Why does it matter?



Consistent Follow-Up...

- Demonstrates integrity – you did what you said you were going to do
- Sets you apart from everyone else
- Makes you memorable
- Keeps you top-of-mind with the people with whom you followed up
- Sets a great example as a coach or mentor
- Following up consistently earns you a reputation of “super communicator,” which makes *you* the person “who never drops the ball” or the one who “always comes through.” Not a bad rep to have!

A photograph of a piece of white paper with handwritten text in black ink. The text is written in a casual, cursive style. The word 'YOU' is underlined with two lines. There is a small signature or mark at the bottom right of the text.

it Doesn't
matter what
others are Doing.
it MATTERS what
YOU are doing.
ss

Following Up *aka “Closing the Loop”*

How do you “close the loop”?

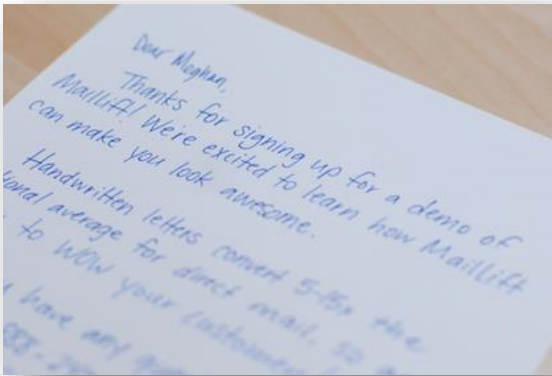
- Craft and email a letter/short note with the information discussed while expressing your pleasure about speaking with him/her; ***email messages are delivered instantly!***
- Provide information **face to face**, i.e., *walk to the person’s office and share information; or arrive prepped and ready to share that information at the same event you will both be at on Friday.*



The rare “Face-to-Face” method of communication.

Following Up aka “Closing the Loop”

Complete the Conversation by...



The Handwritten note – The handwritten note is nearly a lost art, and, as such, people tend to view them as an extra-special gesture, one that could solidify or improve a relationship.

- Select personalized stationery either toward the recipients' interests or toward something you have in common
- Along with the handwritten note or letter, *send the catalog or information that was requested for added impact;*
- *Other items that could be mailed include:* magazine and/or newspaper articles that pertain to the topic that was discussed; a print out of a blog; the annual report or catalog you discussed.

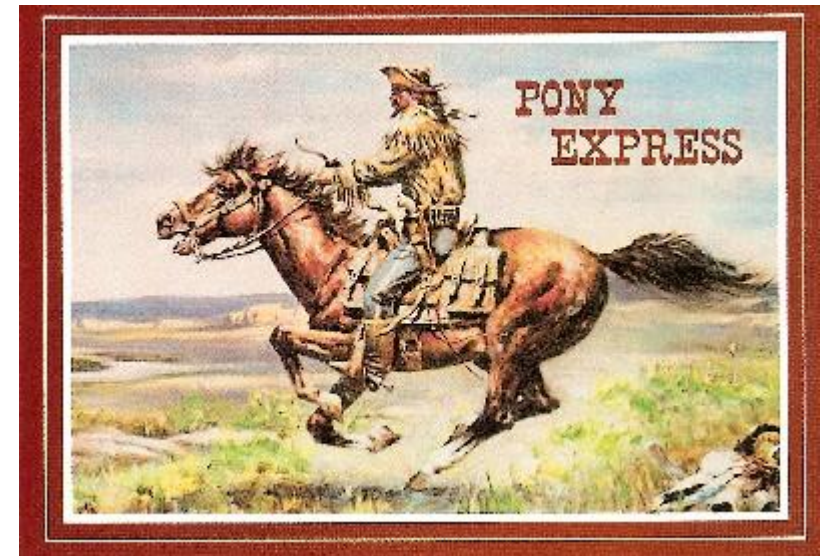
Follow-Up

A Critical Communication Skill

Consistent and prompt follow-up habits are essential parts of communication.

Too often communication occurs, but follow-up doesn't.

- Ensure all decisions and actions from the meeting are recorded (in short - take notes).
- Identify deliverables or follow-up tasks.
- Ensure responsibility for, and commitment to, action is obtained.
- Follow-up to ensure tasks and commitments have been carried out.



For the greatest impact, ensure that your follow-up is prompt and consistent with the meeting or conversation!

GROUP ACTIVITY

Let's Share!

- Share an experience of when failing to follow-up caused a problem.

A serene sunset over a calm ocean with a city skyline visible in the distance. The sky transitions from a deep blue at the top to a warm orange and yellow near the horizon. The water is dark blue with gentle ripples. In the far distance, a city skyline is visible with some lights. The overall mood is peaceful and contemplative.

What it Takes to Create a Courageous Culture and to Create Your Edge



“It’s very hard to have ideas. It’s very hard to put yourself out there; it’s very hard to be vulnerable; but those people who do that are the dreamers, the thinkers, and the creators. They are the magic people of the world.”

~Amy Poehler

What does it mean to Create Your Edge?

Your “edge” is about how you provide value.

You provide value through:

- Building on your authentic strengths and experiences.
- Using your adversity to succeed.
- Confronting the factors that seem like shortcomings or flaws and turning them into assets.
- Turning weaknesses into strengths and creating an edge in any situation.
- Knowing who you are and using that knowledge unapologetically and strategically.
- **Failing forward – doing instead of thinking!**
- **Learning to get comfortable with being uncomfortable.**



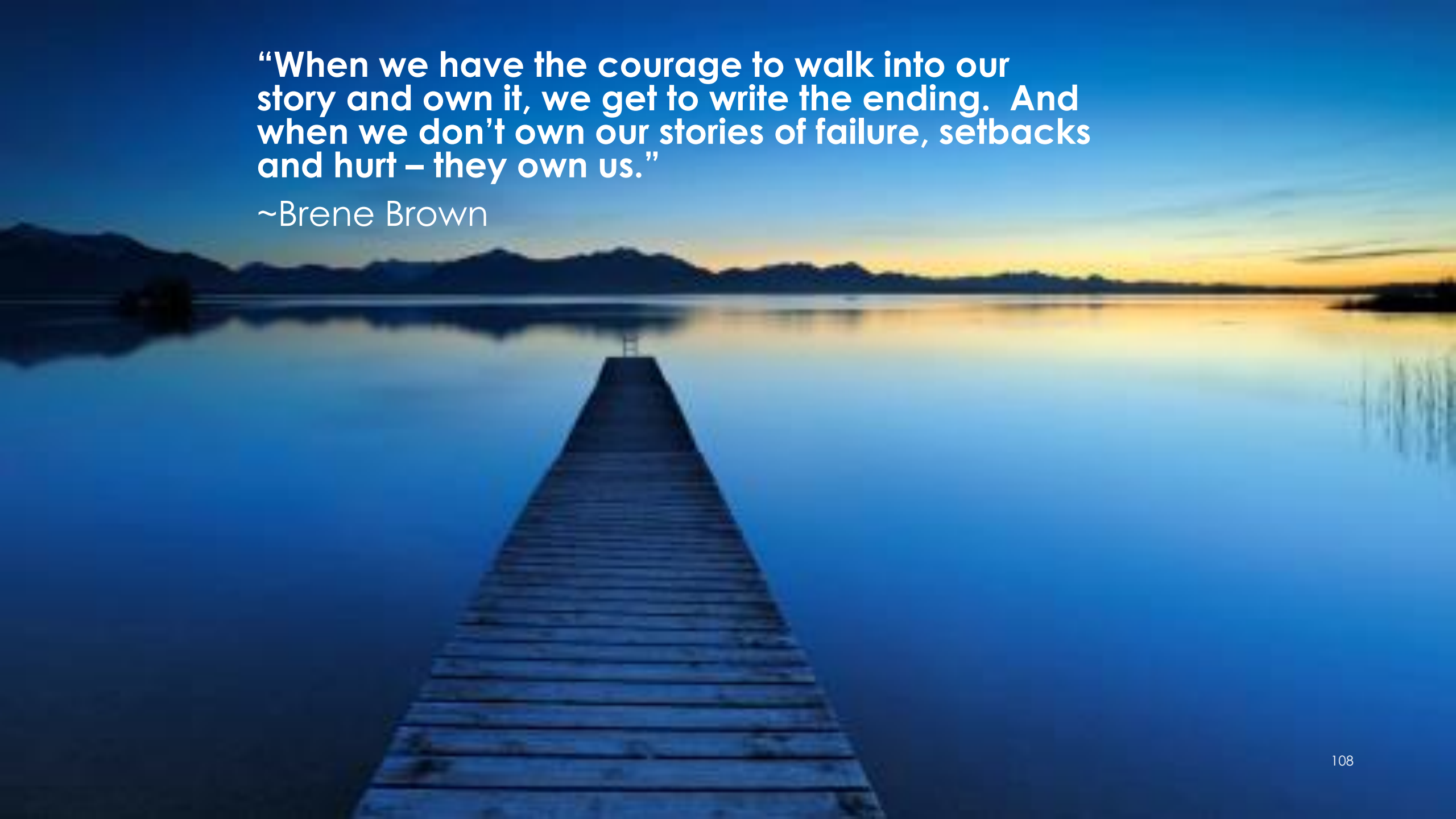
“CREATING OPPORTUNITIES
MEANS LOOKING WHERE
OTHERS ARE NOT”

- MARK CUBAN

When you have an edge, effort and hard work fuel the work more efficiently. Edge is about knowing how, when, and where to put in the effort and hard work.

“When we have the courage to walk into our story and own it, we get to write the ending. And when we don’t own our stories of failure, setbacks and hurt – they own us.”

~Brene Brown



What is “Failing Forward”?

The essence of “**failing forward**” is learning from what went wrong.

Throughout history, the most inventive people were usually the best at “failing forward”!

- Christopher Columbus insisted the world was found and then promptly missed America on his first attempt.
- The Wright brothers claimed flying was possible and nearly killed themselves trying to make it happen.
- Steve Jobs failed repeatedly in his attempts to develop new hardware before his success with Apple.
- Albert Einstein was a lousy student and of course, his very name is used to describe someone as a genius.

Tips for Failing Forward

- Have no regrets. Life is too short to live with regret.
- Accept reality. The hardest part of failure can be admitting to yourself that you have failed.
- Don't be a victim, be a strategist.
- Be focused.
- Approach every day as a “school” day – it's going to be fun and you're going to learn!
- Learn to say “*Whoops, that didn't work, did it?*” and follow it up with a giant smile!



Learn to get comfortable with being uncomfortable

Risk-taking, failure, and success are linked. If we are brave enough often enough, we will fall – this is the physics of vulnerability.

Resilient leaders:

- Have the ability and willingness to lean in to discomfort and vulnerability.
- Feel the fear of uncertainty and imperfections, yet test new ideas anyway.
- Bypass shame and defensiveness to find a productive way of working amidst the fear of failure.



Create Your Edge

Success is rarely **just** about the quality of our ideas, credentials, and skills, or our effort. Achieving success hinges on how well we shape others' perceptions of our strengths, but also our flaws.

Creating our own edge is about:

- Confronting the factors that seem like shortcomings and turning them into assets that make others take notice;
- Turning our weaknesses into strengths; and
- Knowing who you are and using that knowledge unapologetically and strategically.

How to Find Your Unique Edge and Keep It Sharp

Creating your unique edge is about harnessing your personality and strengths.

Here are the components to gaining an edge for yourself:

Enrich

Delight

Guide

Effort

Enrich

Definition of Enrich: To improve or enhance the quality.

It's about how you provide value.

How do you enrich?

- Learn not only your strengths – but what you can make better. Knowing this, gives you a creative edge.
- Pinpoint your “basic goods”, the foundation of your edge. The two things at which you excel. Rather than trying to do everything, you focus on these two things.
- Know your weaknesses so that they never become a liability. Stick with your “circle of competence”, the things you know and leave the things you don't know to the ones who do.
- Use your history and your experiences (your story) to your advantage and embrace it as one of your assets.
- To distinguish yourself, learn to spot opportunities.

Delight

Definition of Delight: To give joy (verb); or, something that affords gratification (noun).

It's about getting opportunities to enrich. When you know who you are and how you can enrich, you give yourself the confidence to delight the proverbial gatekeepers. By doing so, you create the possibility to enrich.

We all have the capacity to enrich. But when you are able to also delight, magic happens. That is how you encourage others to let you in to prove how you enrich.

How do you delight?

- Be authentic about the things you care about.
- Engage with others authentically and in the moment.
- Don't be afraid to incorporate humor – I can be a powerful tool that allow you to manage impressions. Humor makes people pay attention.
- Seek out people and situations that you yourself see as delightful. Try things out that you consider delightful and consciously try to pinpoint what makes them delightful to you.

Guide

Definition of Guide: To direct; to steer; to influence the course of action.

We need to guide because the levers that enable success are often outside our control. And those who pull the levers are making judgements and decisions based on their perceptions of our competence and character. It's in our power to direct how they pull the levers.

We have the ability to guide the course rather than settle for the course of action that others decide for us.

So how do we guide?

- Figure out who you are internally. Gain knowledge of your inner self and how you interact with the outer world.
- Understand that what you are able to achieve and how far you are able to go is often in the hands of others.
- Acknowledge and receive the perceptions of others while empowering yourself not to embrace and adopt those views.
- Accept the perceptions of others so that you can consciously address them and confront them – but without embracing and internalizing them.

Effort

Definition of Effort: A vigorous or determined attempt.

Effort is the foundation of your edge.

Effort should reinforce the edge that you create for yourself. That means putting your effort into the things that allow you to enrich, delight, and guide.

Effort is about the mental toughness that underlies your edge.

- Do not allow bitterness and regret to restrain you.
- Acknowledge and accept that the world isn't perfect; life is not fair – but, put in the hard work *plus*, regardless.
- Don't let success define you, but don't let failure define you either.
- There will be drawbacks and disappointments. We can either let these fester or we can leverage them to make us better!

Play Your Own Hand

Do not let others decide your fate:

- You get to be the one who tells others who you are.
- You are dealt the hand that you are dealt, but you get to be the one to play it.
- Don't let others tell you it's a weak hand.
- Replace these beliefs with new ones that begin with:

“The future can be better than the present and I have the power to make it so.”

**ALMOST EVERY
SUCCESSFUL PERSON
BEGINS WITH TWO
BELIEFS:**

**THE FUTURE CAN
BE BETTER THAN THE
PRESENT, AND I HAVE
THE POWER TO
MAKE IT SO.**

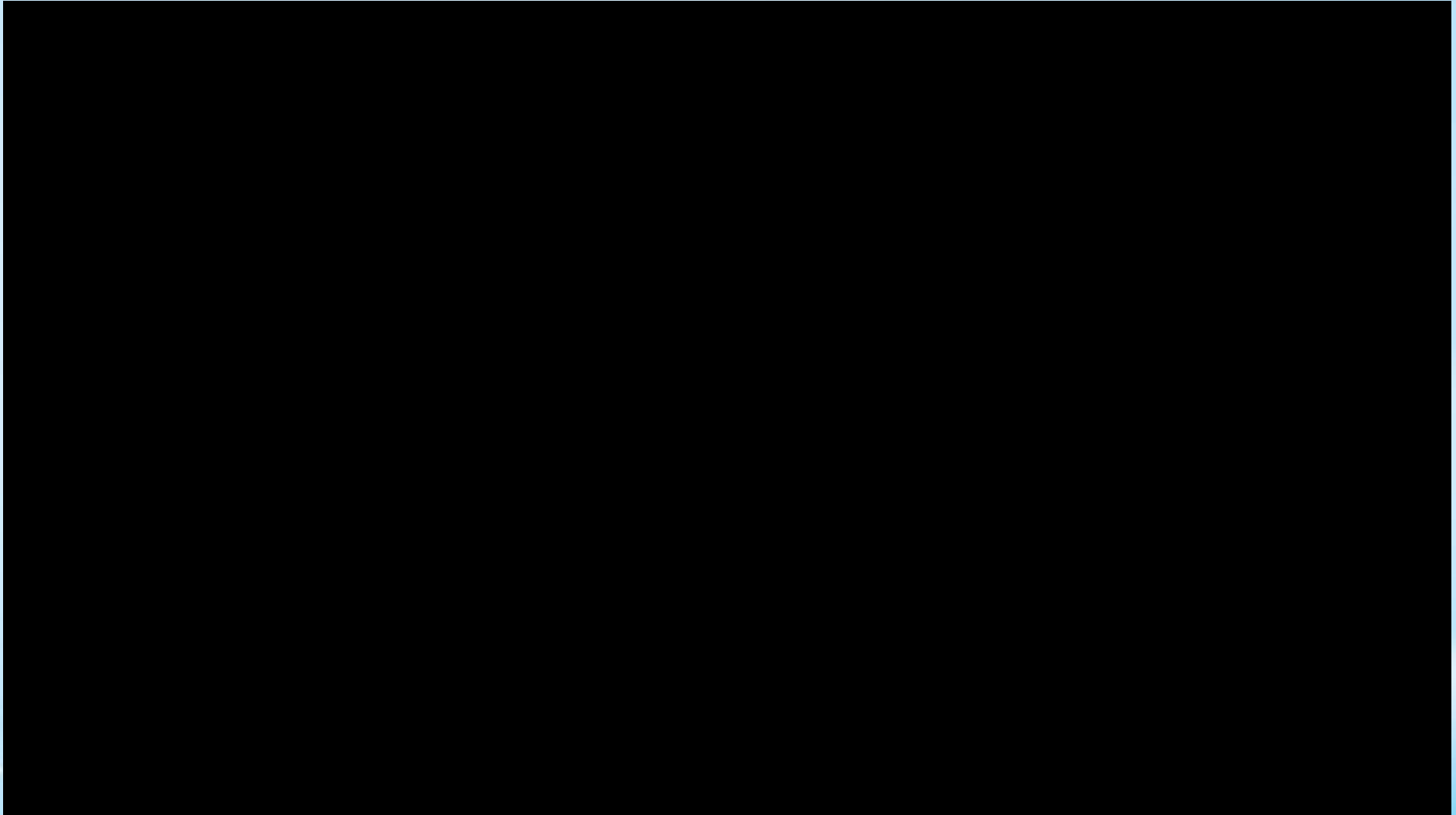


@LewisHowes

Know Your Value and Own It!

- Learn not only your strengths, but what you can make better – knowing that, gives you an edge.
- Beyond hard work and perseverance, know the value you bring and how it can enrich the team.
- Delight others with your story and your personality.
- Do not be afraid to show everyone who you are.
- Own your path and declare that you have nothing to be ashamed of
- Continue to guide the perception of yourself as honest, authentic, and thoughtful.

Believe In Yourself



In Closing...

There you have it! Not simple...right?

I hope that you have enjoyed learning more about brave and daring leadership; communication skills; and rising strong.

Help your students believe in themselves – it will make all the difference!

Acknowledgments

The material in this presentation is based on:

“Dare to Lead” by Brene Brown;

“Thanks for the Feedback” by Douglas Stone & Sheila Heen; and

“Edge: Turning Adversity into Advantage” by Laura Huang

