# Munich RE

# MANAGING PEOPLE & TEAMS

## Day 2 Workbook

# Navigating Difficult Conversations/Conflict

**1**    Noticing signs of a conversation escalating

▮ What happens for you?

▮ What do you notice in others?

▮ Other signs?

**2**    Managing yourself in difficult conversations/ conflict

The Awareness Wheel is a tool for processing events to have a clearer understanding of the thoughts, emotions, and actions you can decide to take. Using this model helps each of us decide how to respond to an issue rather than go with our automatic reaction.



**3**    Navigating the best outcome in difficult conversations/conflict

| WHAT? | SO WHAT? | NOW WHAT? |
|---|---|---|
| Understanding the situation ACTIVELY LISTEN | Making sense of the facts and implications | Identifying the course of action or new solutions |
| **What is going on for each party?** | **So, What does this mean - what is important?** | **Now What will we choose to do?** |

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# Awareness Wheel

A tool for processing events to have a clearer understanding of the thoughts, emotions, and actions we can decide to take. Using this model helps each of us decide how to respond to an issue rather than go with our automatic reaction.

It works with communication and self-reflection.

| Element | At The Time | Now In Retrospect |
|---|---|---|
| Observations | | |
| Thoughts | | |
| Feelings | | |
| Wants | | |

# Active Listening - Why & How

## Why



| 1 | 2 | 3 | 4 |
|---|---|---|---|
| Establishes Trust | Improves Understanding & Clarity | Demonstrates Empathy | Reduces Conflict |

## How

**1.** Reflect Content

**2.** Reflect Changes in Pace, Tone

**3.** Reflect Patterns or Discrepancies

**4.** Summarize & Check In

# Aligning Time with Priorities Assessment

Please click below to complete this assessment prior to our session:

## Aligning Time with Priorities
Link:
## https://forms.gle/CjwwqCgALZsgaqTe9

| | |
|---|---|
| **What did you learn about your Time Beliefs?** | |
| **What did you learn about your Time Skills?** | |
| **What did you learn about the Time Tactics?** | |

# Aligning Time with Priorities

There are 3 elements to consider when you want to align your time with your priorities.

Your **beliefs** drive your actions and your **skills** equip you with the ability to employ effective **tactics**.

**TACTICS**

**SKILLS**

**BELIEFS**
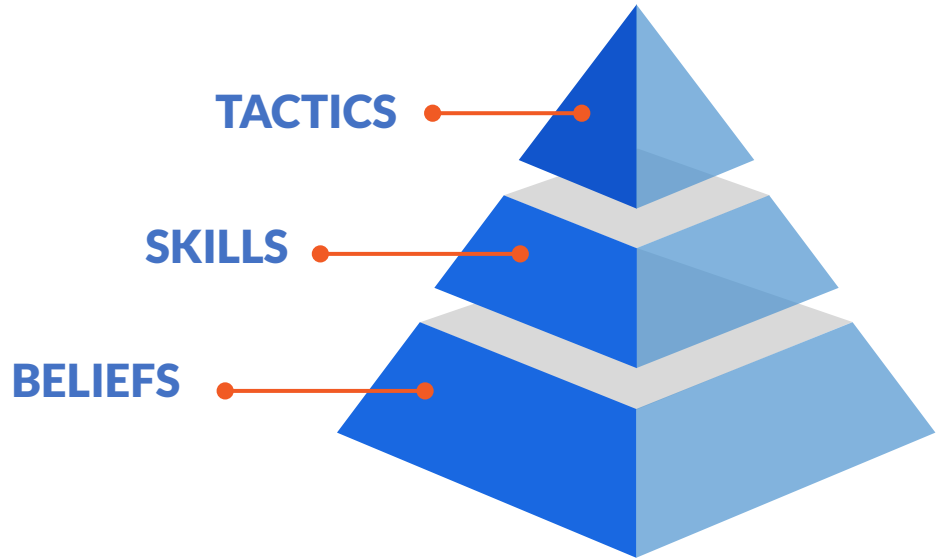
| Tactics | Time blocking tasks, whitespace, & reflection<br>Use of tools to manage distractions<br>Scheduling tools & systems<br>Energy management<br>Setting Boundaries/Saying No |
|---------|-----------------------------------------------|
| Skills | Delegation<br>Communication<br>Tech-Savviness<br>Ability to Focus<br>Ability to Prioritize<br>Ability to Estimate<br>Self-Awareness of Strengths/Challenges<br>Reflection Habits |
| Beliefs | Reflection – the value you place on it<br>Agency – your sense of who has ultimate control of your time<br>Monochronic vs. Polychronic |

# Prioritizing Tasks
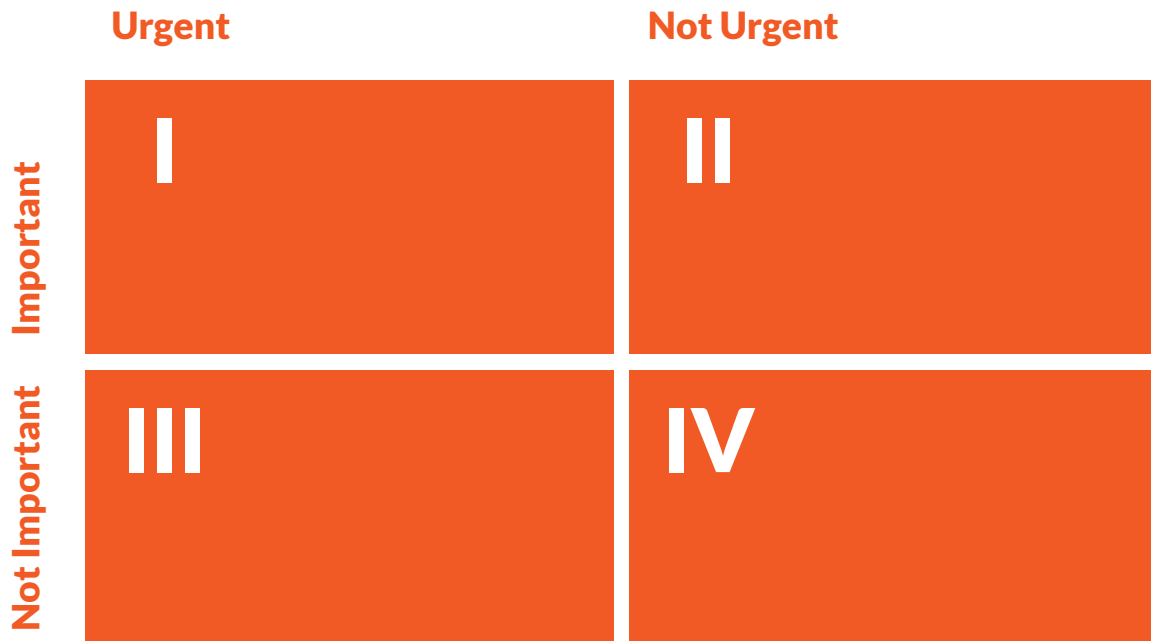
|  | **Urgent** | **Not Urgent** |
|---|---|---|
| **Important** | I | II |
| **Not Important** | III | IV |

| | |
|---|---|
| **What is 1 Important & Not Urgent thing you want to prioritize?** | |
| **What is 1 Not Important & Not Urgent thing you want to let go of?** | |

# Time Tactics Resources

| | Articles |
|---|---|
| **Time Blocking**<br><br>Time management method that is meant for individuals to organize their workday/week into specific blocks of time. Each block is dedicated to completing a specific task, with the intention for the individual to stay focused on that task exclusively. | **Articles**<br><br>https://blog.rescuetime.com/time-blocking-101/<br><br>https://www.betterup.com/blog/time-blocking |
| **Distraction Management Tools**<br><br>Technology and other tools that help mute distractions that come when we are trying to do focused work blocks. | **Articles**<br><br>https://hughculver.com/get-focussed-13-tools-to-eliminate-distractions-today/<br><br>https://hbr.org/2019/12/10-quick-tips-for-avoiding-distractions-at-work |
| **Scheduling Tools**<br><br>Tools that let you create a scheduling link you can send to people, allowing them to book meetings directly on your calendar. | **Articles**<br><br>https://zapier.com/blog/best-meeting-scheduler-apps/ |

# Time Tactics Resources

| | |
|---|---|
| **Energy Management**<br><br>How we manage our energy to support our productivity. Often includes Intangible aspects: the feelings one may experience, the sleep hours that one needs to be fresh, or the productive hours within the day. | **Youtube/Podcast (Guest is Jim Loehr)**<br><br>https://www.youtube.com/watch?v=iRXzf052kgY<br><br>**Book**<br><br>The Power of Full Engagement Jim Loehr and Tony Schwartz<br><br>**Articles**<br><br>https://hbr.org/2007/10/manage-your-energy-not-your-time<br><br>https://www.betterup.com/blog/manage-your-energy-not-your-time<br><br>https://alifeofproductivity.com/calculate-biological-prime-time/#:~:text=Takeaway%3A%20Your%20%E2%80%9Cbiological%20prime%20time,you%20have%20the%20most%20energy. |
| **Setting Boundaries / Saying No**<br><br>The concept of setting and communicating clearly about your capacity and how you want to spend your time. | **Articles**<br><br>https://www.inc.com/eleanor-beaton/why-you-need-to-quit-managing-your-time-start-managing-your-boundaries.html<br><br>https://artists-edge.com/boundaries-time-management-sanity/#:~:text=In%20the%20context%20of%20time,or%20jobs%20in%20your%20life |

# 6 Practices for Leading Effective Meetings

| Practice | Notes |
|---|---|
| Educate your team on the types of meetings you use (when and why) | |
| Plan your meeting method based on the results you want | |
| Activate attendees through excellent set up | |
| Create a balanced forum | |
| Establish 4 fundamental meeting norms | |
| Hold Accountability for actions | |

# Internal External Processor Assessment - Prework

Please click below to complete this assessment prior to our session:

[Internal External Processor Assessment](#)

| What did you learn about yourself? | |
|---|---|
| | |

# External vs. Internal Processors

## External Processor

- Often think and talk a lot
- May not have extremely organized thoughts
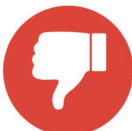- Get clear as they communicate out loud
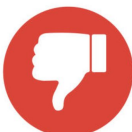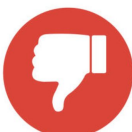
## Internal Processor

- Need time to process and think through situations or choices before they speak
- Want clarity internally first

| | |
|---|---|
| **What do Internal & External Processors want the other type to know?** | |
| **What do Internal and External Processors need to do to overcome their natural tendencies?** | |
| **What are the risks to not flexing your style?** | |

# Audit a Meeting

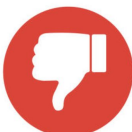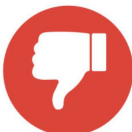| Practice | Audit Questions | Rating |
|---|---|---|
| Educate your team on the types of meetings you use (when and why) | Did your team know the purpose of the meeting? Did you know the results you wanted from the meeting? | 👍 👎 |
| Plan your meeting method based on the results you want | Was the meeting method (virtual, in-person, hybrid) a fit for the results you wanted? | 👍 👎 |
| Activate attendees through excellent set up | Was there a clear subject and agenda? Were attendees are aware of their role ? | 👍 👎 |
| Create a balanced forum | Was there participation from all the attendees? | 👍 👎 |
| Establish 4 fundamental meeting norms | Did you: Honour time Come prepared Actively Listen Participate | 👍 👎 |
| Hold Accountability for actions | Actions were concrete? Actions were time-stamped? Actions were assigned? | 👍 👎 |
| What is one action you will take to improve it next time? | | |

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# Awareness Wheel Retrospective

A tool for processing events to have a clearer understanding of the thoughts, emotions, and actions we can decide to take. Using this model helps each of us decide how to respond to an issue rather than go with our automatic reaction.

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| Element | At The Time | Now In Retrospect |
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| **Thoughts** | | |
| **Feelings** | | |
| **Wants** | | |

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# Audit Your Network  - Prework

| Part 1: Brainstorm the current state of your mentors and advisors | | | | |
|---|---|---|---|---|
| Member Category | Who is playing this role? | Are they aware they are playing this role? | How often do you connect? | What do you know about their goals? |
| **Champions** People who promote your accomplishments throughout the organization | | | | |
| **Feedback Providers** People who give you honest feedback on your performance and challenge you to grow | | | | |
| **Organizational Sages** People who help you understand the political realities of the organization | | | | |
| **Mentors** People who help you think through personal and professional decisions | | | | |
| **Connectors** People who have a large and diverse network and are willing to introduce you to them | | | | |
| **Industry Contact** People who are external to your company but in a similar industry | | | | |

# Audit Your Network - Prework

| Part 2: Brainstorm the current state of your internal relationships | | | | |
|---|---|---|---|---|
| Member Category - name the person or group | Rate your current connection on a scale 1-10 1 - not connected 10 - full reciprocal supportive connection | What do you know about them, their department, and their goals/ strategy? Brainstorm 3 things | What do you want them to know about you, your department, and your goals/ strategy? Brainstorm 3 things | What action will you take to build this relationship? |
| Peer Group 1 - | | | | |
| Peer Group 2 - | | | | |
| Peer Group 3 - | | | | |
| Other - | | | | |

# Stages of Relationships

| Stage | Who | Actions to take in this stage |
|---|---|---|
| Find & Engage | The people/groups that are currently missing from your Personal Board of Directors or you want more people playing this role. | 1. Discover where they are<br>2. Learn everything you can about them<br>3. Listen and ask questions<br>4. Share about yourself so they will share<br>5. Follow up with a specific next action<br>6. Make an invitation for an event or connection |
| Grow & Maintain | Members of your Personal Board of Directors that you want to continue to be in a trustful, respectful relationship with. Your efforts are directed at maintaining the relationship. | 1. Be consistent to build trust<br>2. Listen and ask questions<br>3. Find common ground<br>4. Give feedback and encouragement<br>5. Ask for support |
| Synergize & Serve | Special category for people/ groups that at this point in time are important to nurture and serve. You are intentionally making an effort to learn more about the other person/groups so you can support them with their goals also. | 1. Share purpose and goals regularly<br>2. Create systems for connection that are automated (regular touchpoints)<br>3. Leverage each other's networks<br>4. Champion/sponsor/promote each other |

# Relationship Building Strategy

| Action | Who do you want to: Choose at least one person/group for each category | What is the next action you will take? |
|---|---|---|
| Find & Engage | | |
| Grow & Maintain | | |
| Synergize & Serve | | |

# Behaviours to Build Relationship with your Team

1. Create Connection
2. Share & Reinforce Vision & Values
3. Model & Expect Clear Communication
4. Build Clear Expectations
5. Assign Problems/Support Solution-Finding
6. Model & Expect Feedback & Ideas
7. Hold Accountability
8. Encourage Celebration

Based on the 8 relationship building behaviours discuss and identify a stop, start, continue idea to implement for one of these areas

# Leading Change - SAY DO REINFORCE MODEL

## WHAT TO SAY

- What is Changing?
- Why is it changing?
- Who might be impacted?
- How will it take place?
- If you don't know, say so...

## WHAT TO DO

- Be available
- Meet with your teams specifically about this change
- Meet with individuals, specifically about this change....
- Model the way
- Focus on what is working

## WHAT TO REINFORCE

- Meaningful work that still needs to be done.
- Effort – recognize those who are doing their best.
- Provide positive feedback and ideas.
- Existing skills and knowledge that is valuable.
- Forward-thinking and resourcefulness.

# Leading Change - Change Leadership Plan

Choose an upcoming change you would like to implement for yourself or your team and prepare for how you will lead this change using the SAY DO REINFORCE MODEL

## WHAT TO SAY

## WHAT TO DO

## WHAT TO REINFORCE

# Developing a Personal Leadership Vision

| Part 1 Instructions: Brainstorm | | | |
|---|---|---|---|
| **Elements of Leadership Vision** | **What questions to ask yourself?** | **Examples** | **Your Ideas** |
| Values | Which of your Core Values is the most relevant to guide your leadership?<br><br>Which of the Organizational Values shape or influence you the most? | Flexibility, purpose, learning, growth | |
| Strengths | Which one or two of your Strengths make you unique?<br><br>Which ones influence how you lead? | Empathy, structure, inspire with vision | |
| Culture | What is the environment that you want to lead in?<br><br>What environment do you believe will be the most beneficial for others to be successful? | Accountability, trust, respect, everyone thriving | |

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# Developing a Personal Leadership Vision

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**Part 2 Instructions: Synthesize**

Your leadership can sound like or be structured anyway you want. Here are two frameworks to jumpstart your thinking on how you want to synthesize your leadership vision.

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**Framework 1**

I am a leader who is _____(insert values) that brings _____
(Insert unique value add)  to create/inspire a culture of _____ (insert culture).

**Example**

I am a leader who is flexible, purposeful and committed to learning and growth that brings empathy, structure, vision to create/inspire a culture of accountability, trust and respect where everyone genuinely thrives.

---

Your ideas:

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**Framework 2**

I create cultures of _____ (insert culture) by bringing _____(insert unique value add/approach) and leading with  _____ (insert values).

**Example**

I create cultures of accountability, trust, and respect where everyone genuinely thrives by bringing empathy, structure and vision and leading with with flexibility, purpose and commitment to learning and growth.

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Your ideas:

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# 6 Essential Skills of Strategic Leadership

## 1.

### Anticipate

Risk, Issues, Shifts in Behaviours
Opportunities

Tools to anticipate
Information from wide net
Environmental scanning (SWOT)

## 2.

### Challenge

Status quo, their own and others' assumptions

Tools
"5 whys" of Sakichi Toyoda, Toyota's founder
Assign a "devil's advocate"

## 3.

### Interpret

Data, Facts, Patterns

Tools:
What, So What, Now What
Zoom in / Zoom Out

## 4.

### Decide

Consider Tradeoffs, Long and Short term Goals, Use a robust decision making process

Tools
Pros/Cons
Strategic Priorities/Plans

## 5.

### Align

Stakeholders

Tools :
Audience Assessment
Relationship Building Strategy

## 6.

### Learn

Study Failures & Successes

Tools
Post Project Reviews
Annual Learning Audits

Adapted from HBR 2013 Article
https://hbr.org/2013/01/strategic-leadership-the-esssential-skills

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