1

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."

-John Maxwell

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2

2

Your Facilitators

Jennifer Deane

Diana Pavlovská

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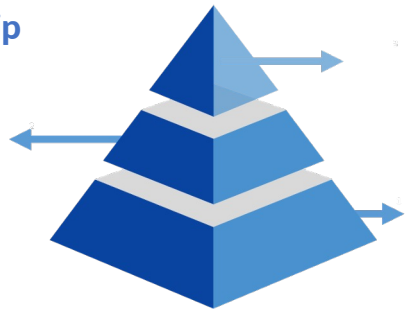
3

Foundational Leadership Skills - Day 1

People & Team Leadership

Build Clear Expectations/
Communicate Clearly
Delegate Collaboratively
Engage in Leadership
Conversations/Navigate Difficult
Conversations & Conflict
Lead Meetings
Build Relationships



Organizational Leadership

Lead Change
Think Big & Strategically

Self Leadership

Build Self Awareness & Identity
Balancing Managing & Leading

REFLECT **LISTEN** **LEARN**

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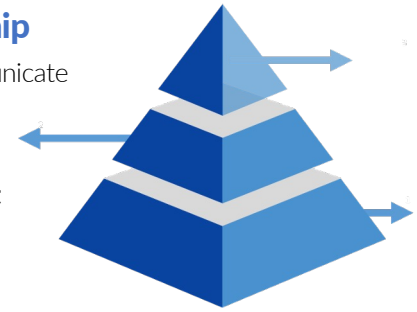
Foundational Leadership Skills - Day 2

People & Team Leadership

Build Clear Expectations/ Communicate Clearly
Delegate Collaboratively
Engage in Leadership Conversations/**Navigate Difficult Conversations & Conflict**
Lead Meetings
Build Relationships



Organizational Leadership

Lead Change
Think Big & Strategically

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Balancing Managing & Leading

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Our Learning Agreements

1. Confidentiality
2. Honour Time
3. All in & Present
4. Open Minds

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Our Leadership Values

What does it mean to be a successful leader at Munich Re

Munich RE

WE THINK BIG

We create and articulate a compelling and ambitious shared purpose, vision and direction.

We pave the way towards success and see failure as learning.

We role model change and culture continuously.

WE LEAD THE "WE"

We have a passion for winning and growing as a team.

We inspire people to be capable of joint performance. We promote and encourage collaboration across the company.

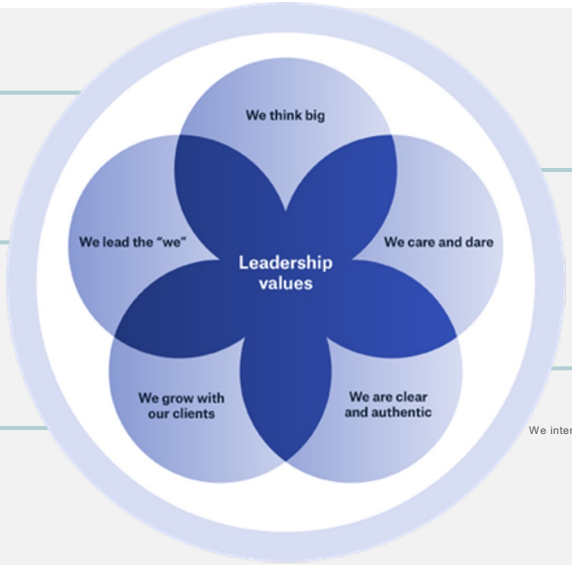
We create an inclusive environment where different thoughts, generations, cultures and experiences are valued and encouraged.

WE GROW WITH OUR CLIENTS

Whatever our role, we support business, in an efficient and effective way, to create value for our clients.

We challenge the status quo and stop practices that do not have a positive impact for our clients or us.

We embrace new ways of working leveraging digitalization to deliver solutions.



WE CARE & DARE

We are empathetic. We know when to lead and know when to let others lead.

We attract, grow and coach future leaders.

We are prepared to take a stand against complacency and conformity. We are good corporate citizens.

WE ARE CLEAR & AUTHENTIC

We communicate in a clear and transparent way. We tell our story with enthusiasm and passion.

We interact with a positive and humble spirit. We solicit feedback, ask and listen, learn and unlearn.

We inspire and energize those around us.

7

7

Continuous Conversations

What does it look like and how does it work?

2 Commitment
"What do I need to do?"

Empower Performance
1. Build Clear Expectations
2. Delegate Collaboratively

1 Development
"Where am I going?"

Developing Self & Others
1. Build Self Awareness & Identity

3 Feedback
"Where do I stand?"

Navigating Conversations
1. Clarify Expectations
2. Share Feedback & Ideas (Reinforcing & Corrective)
3. Hold Accountability

8

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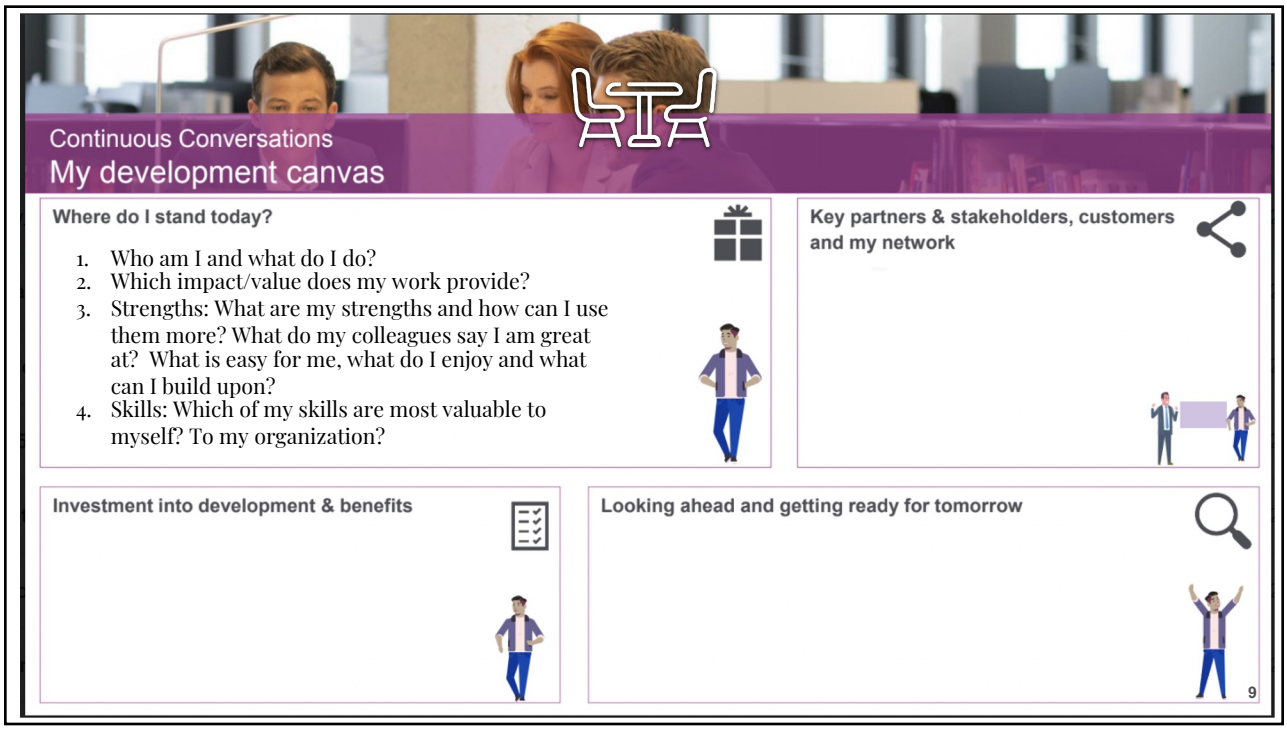
Continuous Conversations
My development canvas
Where do I stand today?
1. Who am I and what do I do?
2. Which impact/value does my work provide?
3. Strengths: What are my strengths and how can I use them more? What do my colleagues say I am great at? What is easy for me, what do I enjoy and what can I build upon?
4. Skills: Which of my skills are most valuable to myself? To my organization?
Key partners & stakeholders, customers and my network
Investment into development & benefits
Looking ahead and getting ready for tomorrow
9

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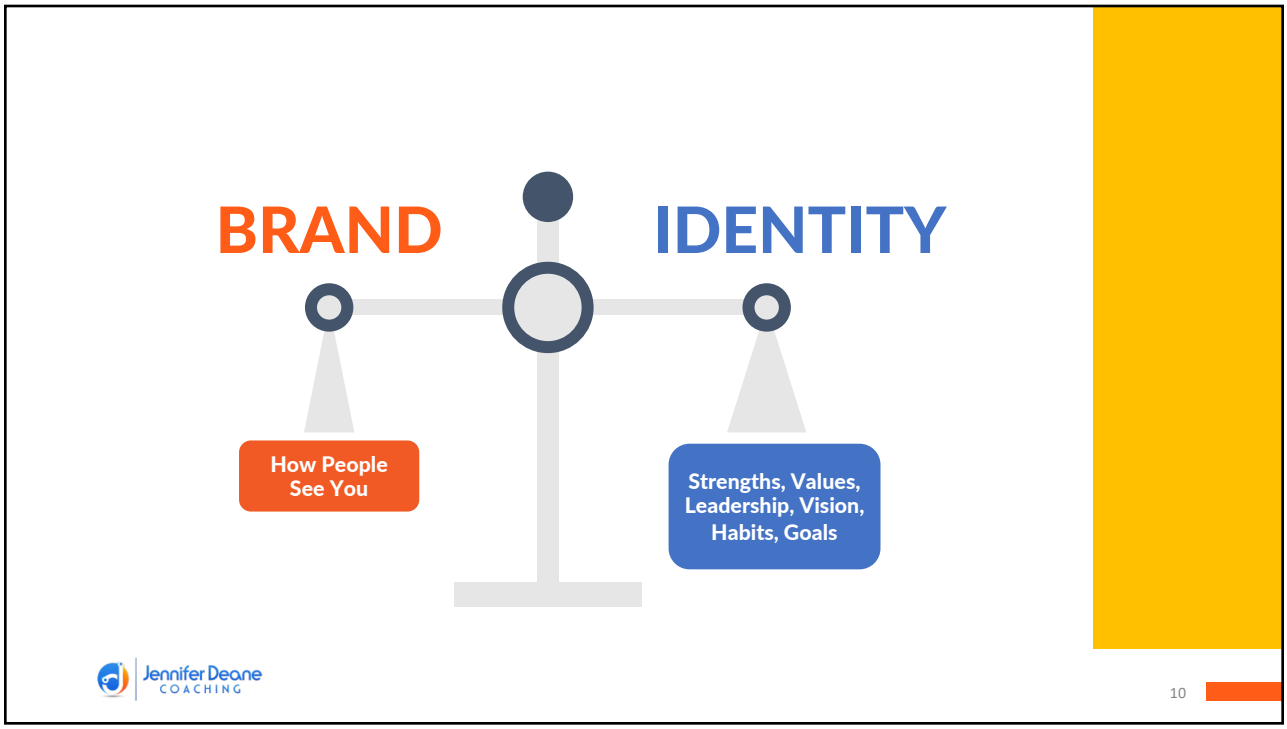
BRAND
IDENTITY
How People See You
Strengths, Values, Leadership, Vision, Habits, Goals
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10

Prework - Do it Yourself 360

1. When you think of me in a leadership role (at work, as a community volunteer, etc.) what three words come to your mind to describe me?

2. What is one thing that you notice about me that might be holding me back from being effective?

3. What is one way/reason that I make our team and organization a better place?

11

11

What is your Leaderstamp?

- Your unique stamp as a leader "leadership identity"
- Connects most important elements of you to your daily leadership
- Your Leadership Superpower!

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Why is Defining your Leaderstamp Important?

- You leave your Leaderstamp on
- **Everyone**
- **Everywhere**
- **Everyday**
- Conscious or not…

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Amy Cuddy
Research on benefits of affirming identity

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14

Your Leaderstamp is a Tool

1

PERSONAL PLAYBOOK

Guides daily behaviour

2

STYLE GUIDE

Shapes communication

3

FILTER

Guides priorities & decisions

4

CONFIDENCE BOOSTER

Activates personal power

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15

Behaviours of a Person with a Strong Leaderstamp

1. Consults values to make decisions
2. Applies strengths
3. Manages weaknesses/blindspots
4. Articulates leadership vision
5. Actively builds relationships
6. Reflects on and builds effective habits
7. Defines clear goals
8. Engages in leadership conversations (to bring clarity, provide feedback & hold accountability)

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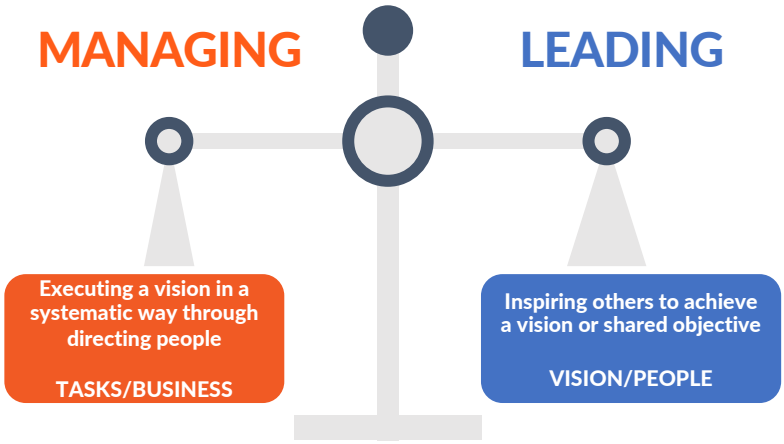

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Key Skills

Managing Work	Leading People
Clearly Communicating Expectations	Influence & Inspiring Communication
Planning Skills	Motivating Skills
Measurement (Counting Value)	Setting Vision/Direction (Creating Value)
Tasks	Goals
Systems & Process Oriented (Execution)	Innovative (Ideas)

18

18

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19

19

Building Clear Expectations is a Collaborative Process

- Align on Role Commitments
- Share Team Behaviour Norms
- Establish Clear Meeting & Communication Processes

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Align on Role Commitments

- Job descriptions are typically inaccurate, out of date, unclear, inconsistent across the organization, and incomplete.
- Job descriptions are often the only written document that outlines a person's role.
- Help people translate their job descriptions into clear measurable expectations and clear commitments.

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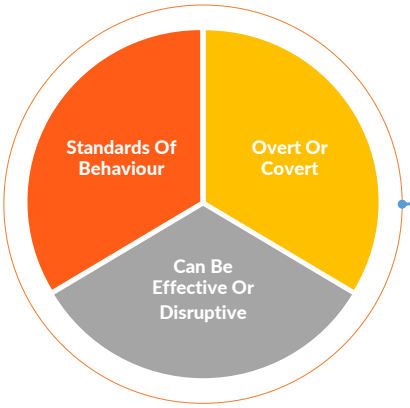
First 90 Days Work Plan

Know my Organization	History, Current state, and Future Vision?
Know my Stakeholders/Clients	Who are they, what are their needs?
Know my Team	Who are they, what are their needs?
Know my Systems	What are they and my plan to learn them?
Know my Priorities	What are the priority tasks?
Know my Leader	Who are they, what are their needs?
Notice Culture	What challenges is my team facing?
Track Ideas	What are my innovative ideas?

22

22

Share Team Behaviour Norms



Help people learn what behaviours are effective and productive, and create a culture of accountability.

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Examples of Norms

- Level of Preparation for Meetings
- Whether or not you Speak About Other Members
- Attendance & Engagement at Meetings
- How you Communicate: Active Listening? Interrupting?
- What to do when Conflict Arises
- How you Start & End Meetings

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"The open door policy, while a warm and fuzzy idea, robs people of the opportunity to learn how to prioritize, problem solve, and apply discipline in their communications."

-Jennifer Deane

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Establish Clear Meeting & Communication Processes

Help your new employee understand the types of meetings your team engages in and when

Support people to understand how the team collaborates to get work done

Discuss when and how your teams should communicate with you

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Building Clear Expectations is a Collaborative Process

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28

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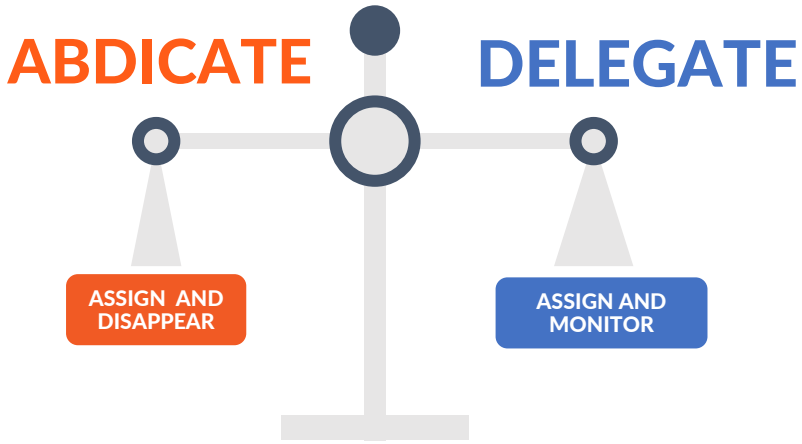

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Collaborative Delegation

A process of involving others when assigning work

Lead the process to ensure clarity in all aspects of the task for all parties

Assign the right work with the right people at the right time with the right amount of support

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10 Steps of Collaborative Delegation

1. Develop Delegation Criteria	**2.** Select Delegate	**3.** Define Task or Decision	**4.** Assess Ability & Training Needs	**5.** Explain Importance/ Big Picture
6. Determine Risks & Obstacles	**7.** Consider Resources Required	**8.** Agree to Deadlines	**9.** Support & Communicate	**10.** Share Feedback & Results

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Step 1 - Develop Delegation Criteria

The 6 T's to Define Delegatable Tasks

- **T**iny
- **T**edious
- **T**ime Consuming
- **T**eachable
- **T**errible at
- **T**ime Sensitive

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Step 2 - Select Delegate

- Who is best suited to take this task?
- What attributes/skills do you think will be important here?
- Who has capacity?
- Who on your team wants/needs to learn these skills?

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Step 3 - Define Task or Decision

- What is the task that you want done?
- What does success mean/look like?
- What are the smaller steps to achieving the task?
- What are the clear outcomes that will demonstrate that the task is complete?
- Ask the person to repeat back their understanding of what the results are.
- What will not be done?

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Step 4 - Assess Ability & Training Needs

- With the delegate, explore their current level of skill and motivation.
- Skill and motivation are two different things!

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Step 5 - Explain Importance/Big Picture

- To help with motivation, explain why this task is important, how it links to the vision/mission of the organization or team goals.
- Share how this will contribute to the clients or stakeholders involved.
- Explore how this task/project links to the delegate's development goals.

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Our Purpose

Munich RE

Together, we engage with everything we have and are, to help humankind act braver and better.

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Step 6 - Determine Risks & Obstacles

- What are the possible risks of this task/project to be aware of?
- What are the potential obstacles that could delay or derail the task/project?

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Step 7 - Consider Resources Required

- What will be required to achieve this task? Time, money, other people?
- Estimate and agree to how much time will be spent on this task.

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Step 8 - Agree to Deadlines

- When will the task/project ultimately be completed?
- What milestones do you want to track along the way?
- What will you do if a milestone isn't completed?

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Step 9 - Support & Communicate

- When will you receive a final written copy of the scope document that you collaborated on in your conversation?
- Agree to what the communication plan will be - when and how will you be updated on progress?
- What other support will you offer?

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Step 10 - Share Feedback & Results

- Using the written scope document, go over the task once completed and discuss what worked well, what didn't and what you each learned from the process.

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43

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44

44

Leadership Conversations Purpose

Intentional conversations bring clarity, and help people develop skills.

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Reframing Leadership Conversations

Our goal in this program is to become skilled at preparing for these conversations.

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3 Conversations so People "Know Where They Stand"

- Clarifying Expectations
- Sharing Feedback & Ideas (Reinforcing & Corrective)
- Holding Accountability

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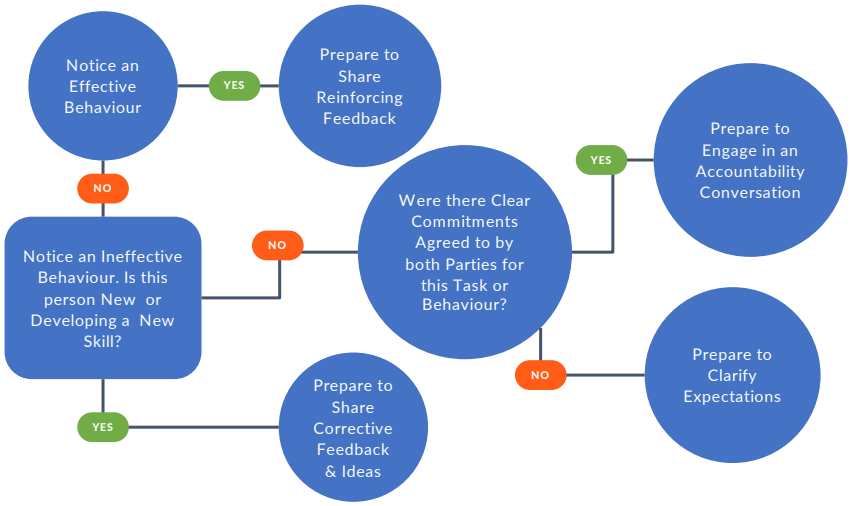
Choosing Which Conversation to Have



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Clarifying Expectations

- Reserve for when you are not sure there was clarity of expectations.
- Approach with curiosity, the goal is to establish clear expectations going forward.

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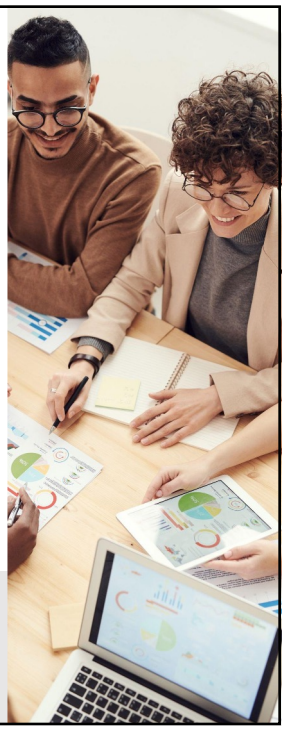
Clarifying Expectations Flow

- Describe Situation
- Discuss Current Understanding
- Align on Commitments
- Summarize Next Steps & Capture Commitment



51

Leadership Conversations

- Clarifying Expectations
- Sharing Feedback & Ideas (Reinforcing & Corrective)
- Holding Accountability

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Sharing Feedback & Ideas

Feedback & Ideas is one process people can use to reinforce effective behaviour or help people develop skills and/or perform tasks more accurately, effectively, or efficiently.

The intent of sharing feedback & ideas is to help a person or group grow & develop.

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Feedback & Ideas

Feedback is looking back and sharing an observation about a behaviour or action.

Ideas are what people can do differently going forward.

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Technical Feedback

1. Related to Job/Role/ Function
2. Concrete Objective
3. Standard or Right Way Exists

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Non Technical Feedback

1. Related to Approach or Soft Skills
2. More Subjective
3. Only Generally Accepted Guidelines

56

56

Corrective Feedback & Reinforcing Feedback

To promote a change in a specific behaviour or a change to the way someone is performing a specific task

To confirm the effectiveness of a specific behaviour or the way someone is performing a specific task

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Corrective Feedback & Reinforcing Feedback

Build competencies
Improves performance
Clarify expectations

Reinforce effective behaviour
Increase engagement and motivation
Celebrate progress

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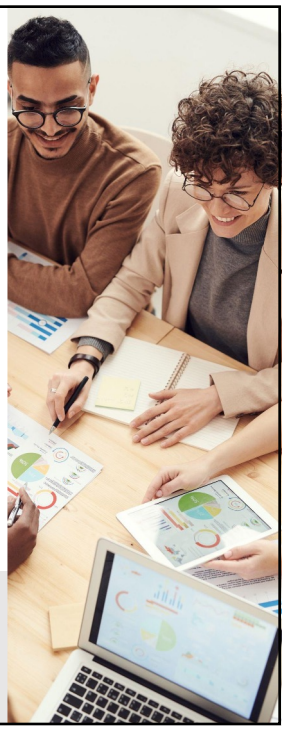
Reinforcing Feedback Flow

Describe Behaviour	Share Impact/Link to Big Picture, Values & Goals	Celebrate & Acknowledge
Describe behaviour observed in a neutral non-judgmental manner. **I notice…**	Share the positive impact of behaviour. Why is getting this right important to the big picture. **The impact was….**	Celebrate the contribution they are making to the team/ organization. Who do you see them becoming? Connect this to their goals (from connection meeting). **If you continue to do this I really think this will support your goal of…**



59

7 General Feedback Factors

1. One Person's Perspective	**2.** Openness Varies	**3.** Who Gives Impacts Openness	**4.** Bias, Experiences, Beliefs, Impact Openness
5. Difficult to share	**6.** Delivery Skill Varies	**7.** Threatens Status	

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The Importance of Sharing Observations

What would a video camera pick up?

- Not your assumption of the reason behind the behaviour (motivation, thoughts, or feelings).
- Not your judgment.
- Why? To set the stage for the best possible outcome from the conversation!

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Extra Care When Giving Corrective Feedback

1. Timing
2. Transparency
3. Topic

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Corrective Feedback & Ideas Flow

3 T's Check-In	Describe Behaviour	Discuss Impact	Define Goal	Share Ideas on Change	Summarize & Next Steps
Timing Transparency Topic **"I have some feedback to share about x, is now a good time?"**	Describe behaviour observed in a neutral Non-judg- mental manner. **I notice...**	Describe or ask about the impact of behaviour. **The impact was....**	Share big picture. **Why is getting this right important?** **What does good look like?** **The goal is....**	Share some ideas. **What will you do differently next time?** **I have an idea that I think would help.**	Capture actions & determine check-in point. **What is your commitment?** **When/how will we check in on progress?**

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3 Conversations so People "Know Where They Stand"

- Clarifying Expectations
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- Holding Accountability

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What is Accountability?

Dictionary:

Accountability is the acceptance of responsibility for one's own actions. It implies a willingness to be transparent, allowing others to observe and evaluate one's performance.

Reality:

1. A complex set of skills
2. A personal choice

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Why is Accountability Important?

- Build trust and psychological safety on team.
- Increase engagement & motivation.
- Improve performance of individuals and team.
- Improve outcomes for organization & clients.

69

69

Being Accountable

Self Leadership skill set
Personal choice
You have 100% control over this in yourself

Holding Accountability

People Leadership skill set
Every person chooses
You don't control this in others

70

70

Being Accountable - Behaviours

1. Aware of and track commitments/ responsibilities
2. **Take consistent and measured action steps including showing initiative**
3. Engage in dialogue (in advance of the due date) to renegotiate if needed

71

71

2 Ingredients to an Accountability Mindset

1. Taking Ownership
2. Taking Initiative

72

72

Holding Accountability Mindset

- You can't hold someone accountable - it is out of your control.
- You can Hold Accountability and take steps to build a culture of accountability.
- Being accountable is a skill set - not everyone has it developed yet!

73

73

Holding Accountability - Behaviours

1. Create structure and clarity around all commitments
2. **Take appropriate steps to monitor progress**
3. Engage in dialogue (in advance of the due date) to renegotiate if needed

74

74

Balance Candor with Curiosity & Care

- Be willing to share that an expectation was not met.
- Be open to getting information that you didn't have before.
- Be willing to leave space to invite them to be more accountable.
- Be willing to ask them to share their commitments in writing.

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Holding Accountability Flow

Share Detail of Missed Commitment	Pause to Invite Response	Discuss Impact	Clarify Expectations Define Goal	Share Ideas on Change	Written Summary & Next Steps
Describe behavior observed in a neutral non-judgmental manner. **We had an agreement that you would do x and I notice you didn't...**	Be silent - by leaving space you invite that person to share what happened and/or own that they missed a commitment. **Actively Listen** **I heard you say x**	Describe or ask about the impact of behaviour. **The impact was....**	Why is getting this right important? What does good look like? **The goal is....**	Share some ideas. **What will you do differently next time? I have an idea that I think would help.**	Ask them to summarize the follow-up point. **Please capture this and send it to me so we have a clear plan for our next check- in.**

76

76

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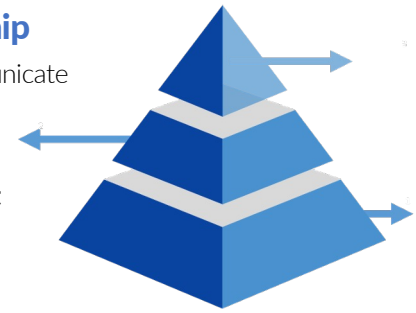

Organizational Leadership

Lead Change
Think Big & Strategically

Self Leadership

Build Self Awareness & Identity
Balancing Managing & Leading

REFLECT | LISTEN | LEARN

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Navigating Difficult Conversations/ Conflict

1. Noticing signs of a conversation escalating
2. Managing yourself in difficult conversations/ conflict
3. Navigating the best outcome in difficult conversations/ conflict

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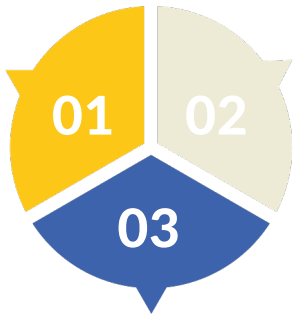
What are the signs a conversation is becoming difficult?



- What happens for you?
- What do you notice in others?
- Other signs?

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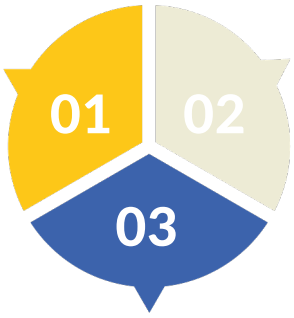
What Fuels Conflict?



- Bias & Filters
- Lack of Skills in Navigating Differences
- Different Levels of Emotional Intelligence

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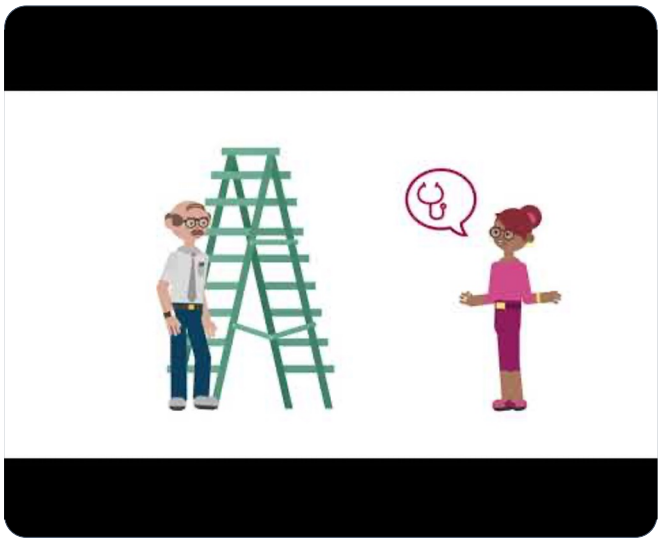
Bias & Filters Fuel Misunderstanding



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The 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.

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3 Steps to Managing Yourself in High Stakes Communication Situations

NOTICE & NAME

- What is going on for me?
- What did I observe?
- What am I thinking?
- What am I feeling?

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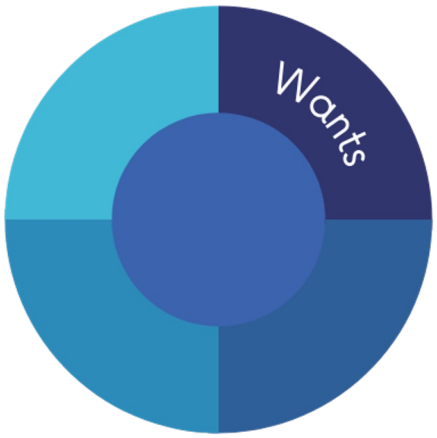
3 Steps to Managing Yourself in High Stakes Communication Situations

CONNECT TO INTENT

- What do I want now?
- How am I getting in my way?



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3 Steps to Managing Yourself in High Stakes Communication Situations

CHOOSE WISE ACTIONS

- What do I need to do differently now?
- What actions will help me achieve my intent?

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The Awareness Wheel Retrospective

Element	At The Time	Now In Retrospect
Observations		
Thoughts		
Feelings		
Wants		
Actions		

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Acknowledge the What, So What, Now What to Navigate Conflict

1. Understanding the situation **What is going on for each party?**
2. Making sense of the facts and implications **So, What does this mean - what is important?**
3. Identifying the course of action or new solutions **Now What will we choose to do?**

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89 89

89

3 Steps to Navigating Conflict with Others

01 **WHAT**

- Reflect and share your experience using the Awareness Wheel
- Listen or question for understanding of the other parties experience

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Why Actively Listen?

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

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How to Actively Listen

1. Pay attention
2. Pause & Create Space
3. Reflect Content, Non-Verbals, Patterns or Discrepancies
4. Clarify
5. Summarize

Now you have earned the right to share your thoughts, wants etc.

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3 Steps to Navigating Conflict With Others

02 **SO WHAT**

- What is important to each party?
- What are all of the potential next actions?

Agree to what is important

Clarify potential next actions

Consider Brainstorming here:

You will begin to collaborate on ideas instead of being in opposition.

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3 Steps to Navigating Conflict With Others

03 **NOW WHAT**

- A "wise" action is not to be confused with finding the "right" action. By using this language you remove the idea of one way or a right way and set the stage for partnership and collaboration.

Take a small "**wise**" action and follow up on impact

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3 Steps to Navigating Conflict With Others | SUMMARY

WHAT?	SO WHAT?	NOW WHAT?
• Reflect and Share your experience using the Awareness Wheel • Listen or Question for understanding of the other parties experience	• Agree to what is important • Clarify potential next actions	• Take a small "wise" action and follow up on impact

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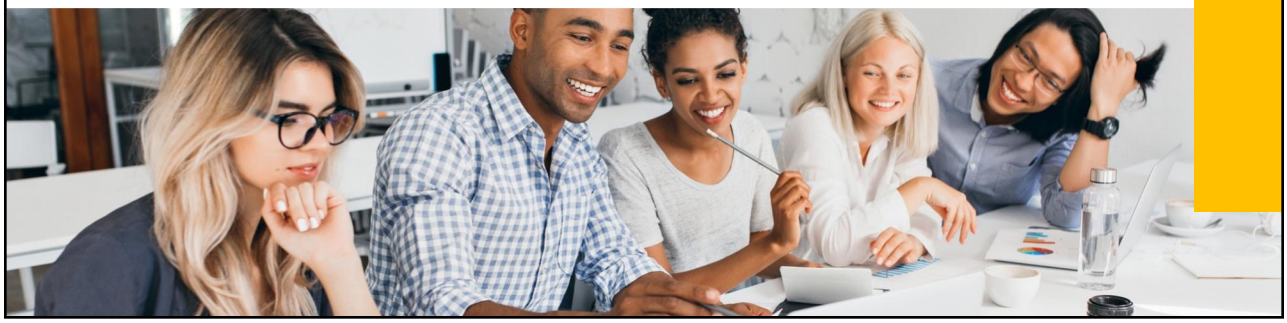
6 PRACTICES FOR LEADING EFFECTIVE MEETINGS

1. Educate your team on the types of meetings you use (when and why)
2. Plan your meeting method based on the results you want
3. Activate attendees through excellent set up
4. Create a balanced forum
5. Establish 4 fundamental meeting norms
6. Hold Accountability for actions

96

96

1. Educate your team on the types of meetings you use (when and why)



97

Meeting Types

A clearly defined and consistent meeting schedule enables your team to bring the right information to the right context

Team Huddles

Quickly uncover progress, challenges, and successes

Strategic/Planning Meetings

Teaches your team to think big and contribute to the strategy of the team/organization

1:1 Meetings

Provides a forum to discuss development commitments and feedback

Continuous Conversations

Provides a forum to discuss development commitments and feedback

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Consistency in Meetings Empowers your Team

When you team members know what types of meetings you have and when they learn how to engage appropriately.

If they don't know what to bring when they bring it all the time or never bring it.

Result is interruptions and lack of support.

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2. Plan your meeting method based on the results you want

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Method	Benefits/Results	Challenges	Best For
In Person	Deeper connection No or little technology	Physical movement to a location can be time consuming & expensive	Longer meetings
Virtual	Time efficient	Can be less engaging and multi-tasking is a risk	Pandemic safety Shorter meetings
Hybrid-People's choice	Maximum flexibility for attendees	Difficult to engage virtual and in person groups effectively	When flexibility trumps effectiveness

101

3. Activate engagement from attendees through excellent set up

102

What is an Excellent set up?

3 Factors

1. Clear subject/purpose of meeting
2. Clear Agenda
3. Attendees are aware of their role & actions

When you provide clarity for attendees you enable them to participate at their highest ability

103

103

104

Sample Agenda/Meeting Notes - One Document

Group / Meeting Name: Weekly Department Meeting
Date: Tuesdays
Time: 2-3pm
Location/Link:Room 4692 **Virtual:** https://vcc.zoom.us/j/697045850072?pwd=L0JuMWVsRnFTeFZ6amNYVEQxU1ppZz09&from=addon
Meeting Leader: Parm
Meeting Note Taker: Sarah
Purpose: This weekly meeting is designed to explore department wide projects. communicate pertinent info, share week's priority, uncover any stuckpoints, and share wins
Norms: Come prepared, Honour Time, Actively listen before inserting your ideas

Start Time (not duration)	Topic	Who Leads?	Results / Actions (who, what, by when)
2:00	1.Welcome & Agenda Review	Parm	❑ Agenda approved
2:05	2. Priorities/ Stuckpoints/Wins	Parm	❑ All shared priority and win! ❑ Tim will bring stuckpoint to 1:1 with Parm
2:20	3. Decision re: new policy	Sarah	❑ Decision made: version 1 is approved ❑ Sarah to communicate across department - tomorrow ❑ John to delete old versions and add final signed version to shared drive - by friday
2.30	4. Q4 planning	Fernando	❑ The department budget and workplan for Q4 was reviewed and approved ❑ Each team member to add milestones to department calendar for their projects - by friday
2.40	5. Staff development	Tim	❑ Move to next week
2:50	6. Review Actions and assign parking lot	Meeting Leader	❑ All action items reviewed? ❑ Item 5 to be added to next week's agenda ❑ Note taker next week is John ❑ Meeting notes in shared drive

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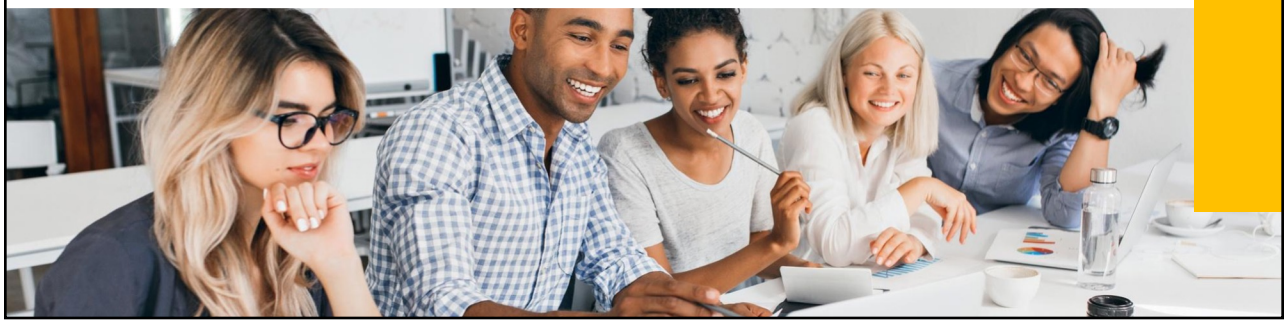
4. Create a balanced forum



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External Processor

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

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Internal Processor

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

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A balanced forum is when you have participation from all attendees

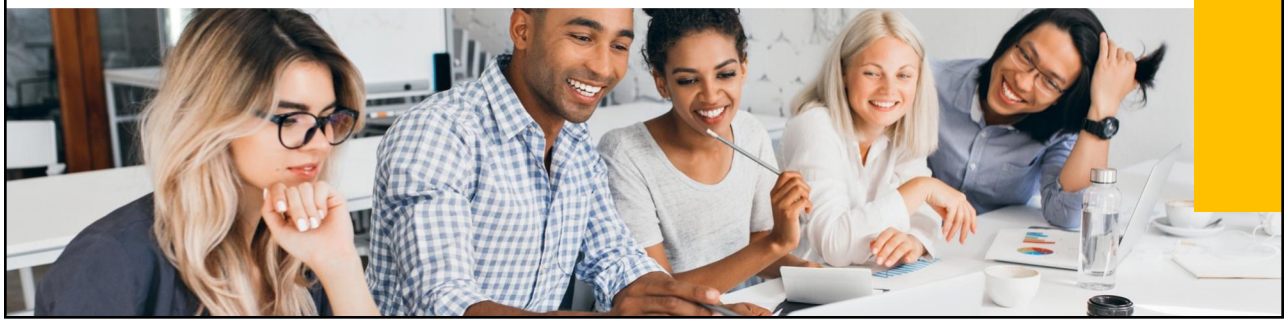
How?

Bake it into the structure by using roundtables at at least 1 point each meeting (check in, check out/takeaways, summarizing actions, sharing perspectives)

108

108

5. Establish **4** fundamental meeting norms



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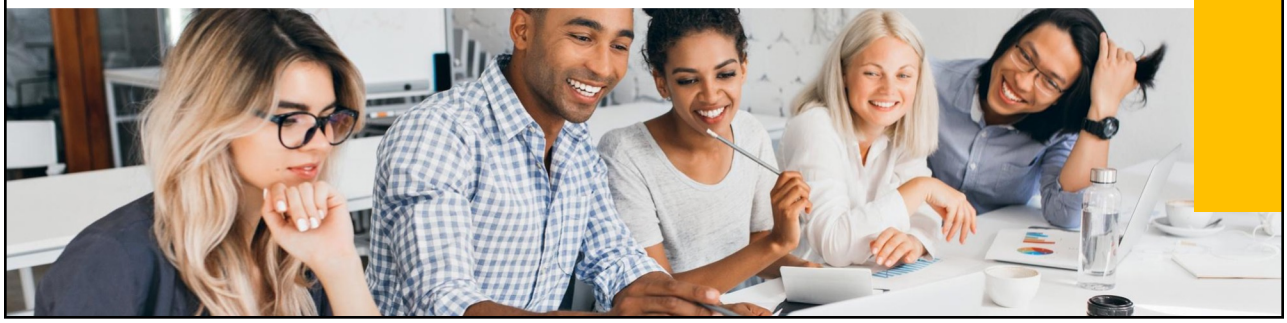
1. Honour time
2. Come prepared
3. Actively Listen
4. Participate

110

110

6. Hold **Accountability** for actions



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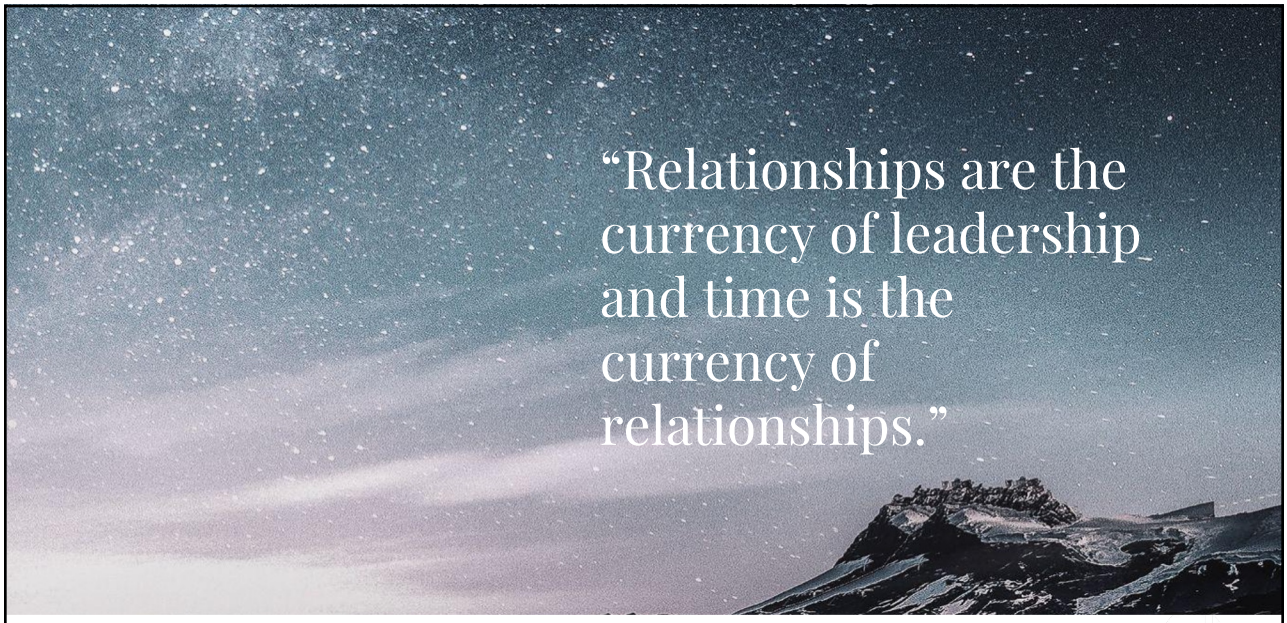
Clear Call to Action

C	Actions were **concrete.**
T	Actions were **time-stamped.**
A	Actions were **assigned.**

112



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Building Relationships
3 ways

1. Building your personal relationships & network
2. Building relationship with your direct leader
3. Building relationships with your team

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01 Building your personal relationships & network

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Members of Your Personal Board of Directors/Network

- Challenge you
- Encourage you
- Ground you
- Know your strengths
- Are a diverse group
- Trust you and you them

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Grow Relationships Depending on Stage

1 — Find & Engage

The people/groups missing from your Personal Board of Directors

2 — Grow & Maintain

The members that you want to continue to nurture

3 — Synergize & Serve

The members where there is mutually beneficial opportunities to increase support. Often these can shift depending on current goals

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117

01

Find & Engage

The people/groups that are currently missing from your Personal Board of Directors or you want more people playing this role.

Brainstorm in Chat
What ideas do you have if you want to find missing people/groups? Once you find them how will you engage them?

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02

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.

Brainstorm in Chat
What ideas do you have to grow & maintain relationships?

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03

Synergize & Serve

- Special category for people/ groups that at this point in time are important to nurture and serve.
- The key is to find what is mutually benefit for both parties
- The whole is greater than the sum of its parts

Brainstorm

What ideas do you have to bring your relationships to a place of synergy and service?

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02 Building relationship with your direct leader

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The Employee-Leader Relationship is Pivotal

A poll of **over one million workers** in the US by Gallup found that leaving a bad manager was the number one reason why workers quit, with **75%** of those who left voluntarily doing so because of their boss and not the job itself.

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You and your direct leader are mutually responsible for establishing and building relationship.

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2 Perspectives

EMPLOYEE LENS	DIRECT LEADER LENS All of the things from the employee lens AND:
INDIVIDUAL PERFORMANCE & GOALS	TEAM PERFORMANCE & GOALS
AGE & STAGE - COMMITMENTS OUTSIDE WORK	SUCCESSION PLAN
PROMOTABILITY TIMELINE	CURRENT & FUTURE NEEDS OF THE ORGANIZATION
OTHERS?	OTHERS?

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What does an Excellent Employee-Leader Relationship look like?

- Understand and support each other's goals
- Consistent connection
- Sharing of information, feedback and ideas
- Reliable execution
- Accountable to each other

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03

Building relationships with your team

126

8

Behaviours Leaders can do to build relationship with their team

127

01

Create connection

Create consistent structures with balanced forums to build trust and connection

What are the tools you have for this?

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02

Share & Reinforce Vision & Values

Communicate personal, team and organizational vision & priorities

What are the tools you have for this?

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03

Model & Expect Clear Communication

Sets foundation for collaboration and accountability

What are the tools you have for this?

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04

Build Clear Expectations

Clear expectations will empower the team to develop behaviours that support effective collaboration.

What are the tools you have for this?

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05

Assign Problems/Support Solution-Finding

Develop the team's ability to identify, own and solve problems. See them as capable and resourceful. Balance the need to solve the present issue with consideration for how the way it is solved will influence future behaviour.

What are the tools you have for this?

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06

Model & Expect Feedback & Ideas

Feedback & Ideas is one process people can use to reinforce effective behaviour or help people develop skills and/or perform tasks more accurately, effectively, or efficiently. The intent of sharing feedback & ideas is to help a person or group grow & develop.

What are the tools you have for this?

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07

Hold Accountability

Fundamental to building trust on a team Being accountable is a skill set - not everyone has it developed yet! The team's skill set may vary.

What are the tools you have for this?

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08

Encourage Celebration

Brings positive energy, recognizes people and successes, build confidence, nurtures team spirit

What are the tools you have for this?

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Behaviours Leaders can do to build relationship with their 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

136

136

Change is the new normal

62,000
Mergers & Acquisitions in 2021 globally.

Demergers and divestitures increased

Over
$5 Trillion
(US) in costs.

Bottom line, change costs a lot.

Career Shock and the 'Great Resignation'

- *It's not just the pandemic*
- **4.25 million people** quit their jobs in the US.

*PWS web article on Global Industry Trends for 2022. Global M&A Industry Trends: 2022 Outlook

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Why you need to *lead* change

44%	65%	31%
of projects fail to meet either time, budget or quality goals.	of IT projects either failed or were challenged to achieve their ROI (46%).	Sr. HR managers say their workforce unable to adapt to change without major **risk to productivity and engagement.**
"Making Change Work", Survey of 1,500 change management executives, IBM, October 2008	Chaos Report, Standish Group International, 2006	Right Management Survey of 117 HR Professionals, 2009.

So – there is significant cost while not quite meeting the expected outcomes or 'return on investment'.

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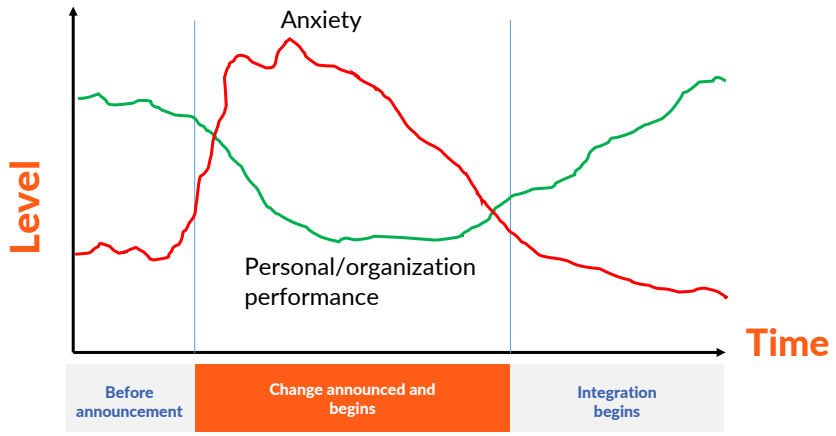
What Happens During Change



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What is Change Management?

A purposeful, proactive way to implement change, so that people are ready, willing, and able to **Embrace** the change.

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Change vs. Transition

The difficulty may not be with the change but with the transition:

CHANGE	TRANSITION
External	Internal
Event-based	Experience-based
Situational	Psychological
Can occur quickly	Always takes time
Outcome-based	Process-based

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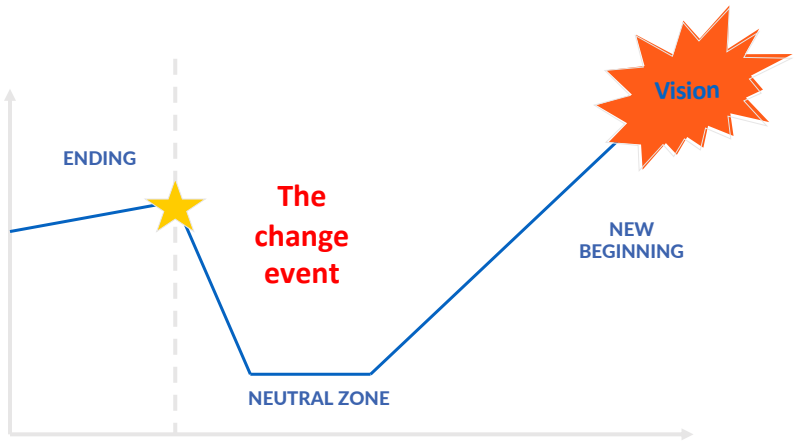
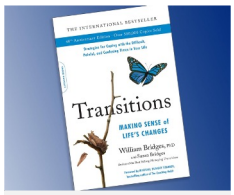
The transition process





Adopted from William Bridges - **Transitions**

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Managing endings

This is about **letting go** of the way things used to be- or even more difficult, the way **you** used to be

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For the changes you shared earlier:

What might be ending in the employee's eyes?

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Managing 'the pit'

The **'neutral zone'** - things aren't what they used to be, but they aren't the new way yet either.

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For the changes you shared earlier:

What is one thing you can do, to help your employee(s) through this neutral zone?

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Managing new beginnings

The third phase-**new beginnings** - is when you start to do things in new ways and begin to see *value* in the new direction

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For the changes you shared earlier:

What are the benefits to 'them' for moving toward this change?

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Say - Do - Reinforce

WHAT TO SAY	WHAT TO DO	WHAT TO REINFORCE
• What is changing? • Why is it changing? • Who might be impacted? • How will it take place? • If you don't know, say so…	• 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	• 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

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146

The Marathon Effect

147

148

1. Choose Inputs That Fuel Visionary Thinking

- Automating resources
- Learning and education
- Gathering other perspectives
- Mining corporate data

149

149

2. Commit Time and Space to Synthesize

- White space
- Grey space
- Block calendar
- Culminate and contain

150

150

3. Develop & Link to Personal & Organizational Vision

- Develop a Personal Leadership Vision Statement
- Define the purpose for your idea, project - link to Organizational Vision/Goals

151

151

4. Share Vision

- Right People
- Right Message
- Right Time

152

152

153

Zoom Out

- To consider the essential points rather than the details of a subject.
- Look at the macro, broader perspective, bigger picture to solve problems in context of the larger environment

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Zoom In

- To look closely at a part, fragment of the situation.
- Look closely, to analyze, understand and solve problems

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Too Zoomed Out?

Telltale Signs

- ❑ You always stay on major established paths
- ❑ You pursue the mission regardless of human costs and unrealistic deadlines

Questions to Help You Zoom In

- ❑ Are there sideroads or shortcuts?
- ❑ How is this affecting the people who must carry out the mission?

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Too Zoomed In?

Telltale Signs

- ❑ You are overwhelmed by details
- ❑ You say yes to anything that comes your way

Questions to Help You Zoom Out

- ❑ What is important here? What larger purpose is being served?
- ❑ Does this fit with the goal or destination? What else might be on the horizon?

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3 Steps to Getting a Balanced Perspective

Determine your current zoom perspective

Discern what perspective would serve the context/issue/people

Activate yourself and others to the right perspective

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6 Essential Skills of Strategic Leadership

1. Anticipate	2. Challenge	3. Interpret
4. Decide	5. Align	6. Learn

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01
Anticipate

Risk, Issues, Shifts in Behaviours
Opportunities

Tools to anticipate

- Information from wide net
- Environmental scanning (SWOT)

What else?

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02
Challenge

Status quo, their own and others' assumptions

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

What else?

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03
Interpret

Data, Facts, Patterns

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

What else?

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04
Decide

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

Tools

- Ambition 2025
- Munich Re Values

What else?

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05
Align

Stakeholders

Tools :

- Audience Assessment
- Relationship Building Strategy

What else?

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06

Learn

Study Failures & Successes

Tools

- Post Project Reviews
- Annual Learning Audits

What else?

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