



Q I & Standards - Away Day
18th April 2023

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Welcome

- Introductions
- Ways of working & recap
- Aims
- Overview





A vibrant field of tulips and blue flowers under a bright, sunny sky. The tulips are in various colors, including purple, pink, and red, and are scattered throughout the field. The blue flowers are small and densely packed, creating a textured background. The sky is a bright, warm yellow, suggesting a sunrise or sunset. The overall scene is peaceful and beautiful.

Overview

Our strengths and achievements

Highly performing teams TRUST

BRAVING Model

Using Conversational Intelligence

Imposter Syndrome

Our Team Goals & Traffic Lights

Opening Round: Who am I?



Suggested guiding principles



Transparency

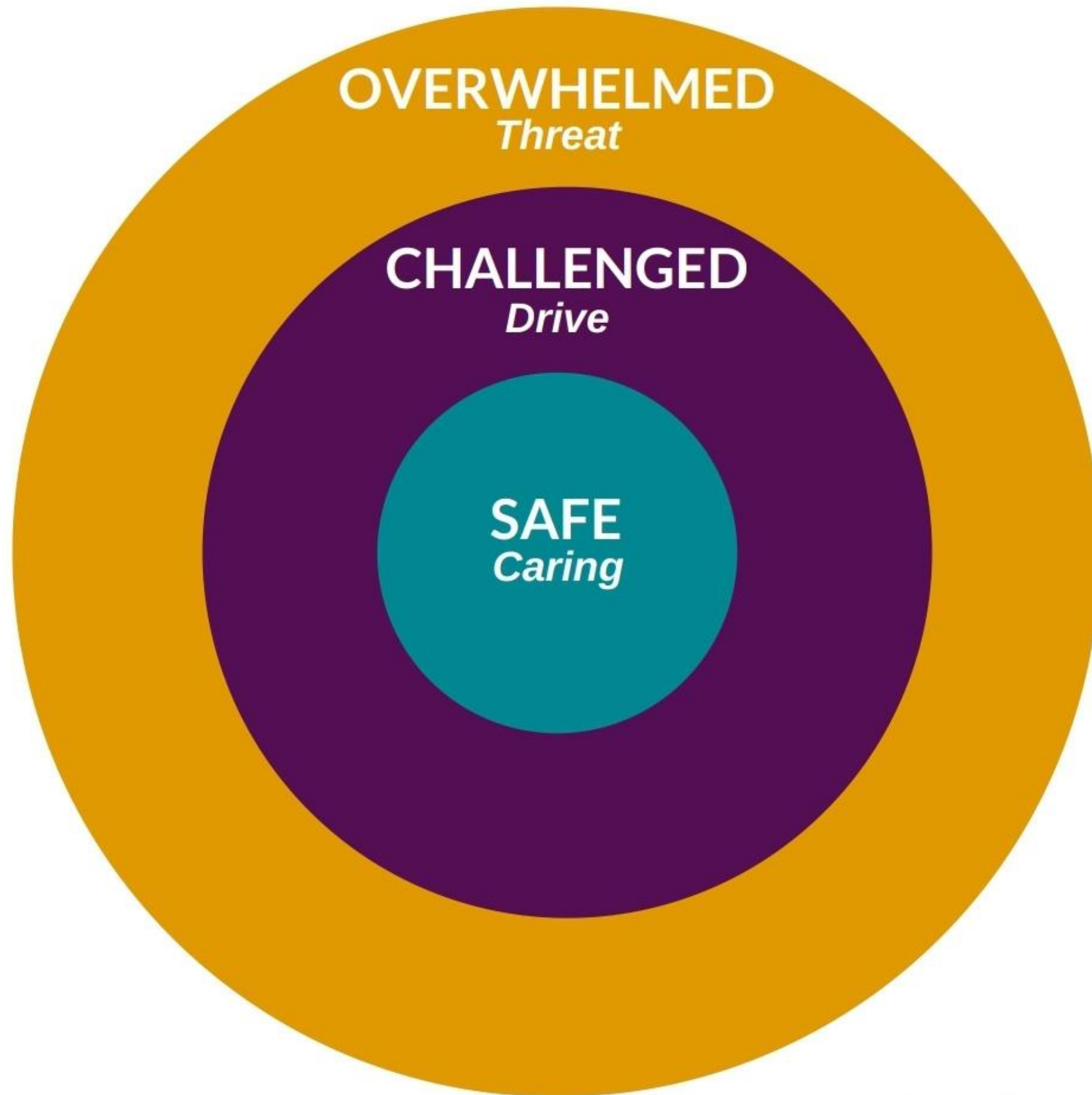
Respect

Understanding

Shared **S**uccess

Testing
assumptions

Amended from Conversational - IQ Glaser 2014



OVERWHELMED
Threat

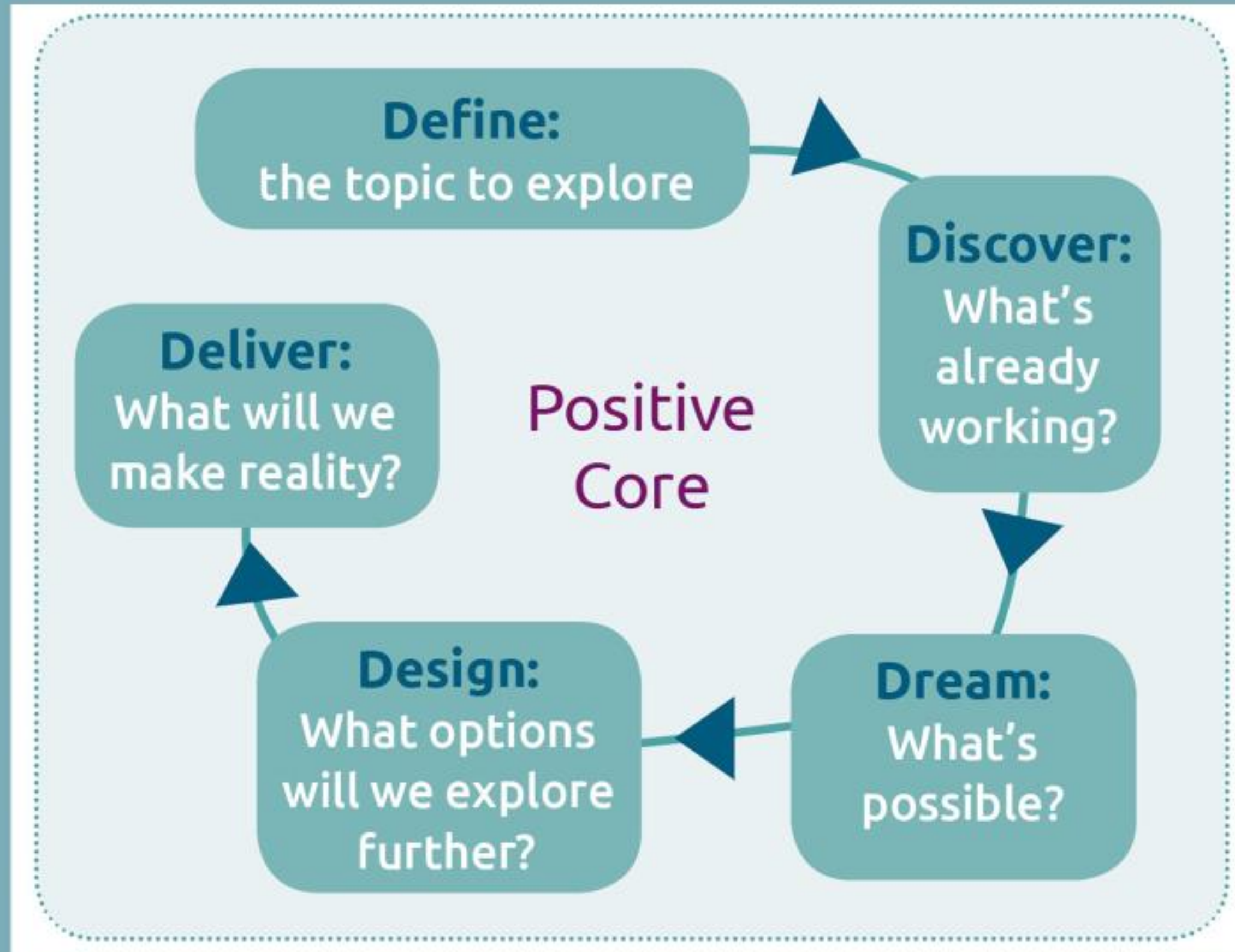
CHALLENGED
Drive

SAFE
Caring

Our strengths



Appreciative Inquiry



Frame the conversation



Discover

In pairs - using compassionate listening -
Describe one of your best experiences
in the team.

What was important about this?

What did you value most?

Compassionate Listening

Three levels of listening

Level 1 - internal listening

Level 2 - listening to understand

Level 3 - global listening

Listening differently

Information

Emotion

What's important

High performing teams

- **clear objectives**
- **role clarity**
- **psychological safety**
- **conflict resolution**
- **regular meetings**
- **inter - team working**

from Michael West

Trust

"A trusting team is a team made up of people who feel safe around each other—safe expressing their feelings, asking for help, talking about problems, and admitting to mistakes."

Simon Sinek



Trust

show a genuine interest in others

be a good listener

use their name

ask curious questions

respect others opinions (their

truth)

From Carnegie

Dysfunctions of Teams

Focus on personal/Ego/own department Goals

Not holding one another accountable, accepting mediocrity, not taking action/initiative

Not involving people in decision making, saying yes & doing no

Artificial harmony, not discussing real issues, avoiding conflict, not speaking up/listening

Invulnerability, not real, absence of trust

Pyramid of Teamwork

Team Goals

Responsibility
Initiative
Accountability

Decision Making
& Commitment

Open, Candid Dialogue
& Constructive Conflicts

Trust
Respect Acceptance Vulnerability Needs
Competence Character Strengths



Activity

What does **Trust** mean to you?

What **attitudes and behaviours** do you associate with Trust?

What are the **barriers**?



THE TRUST ACCOUNT

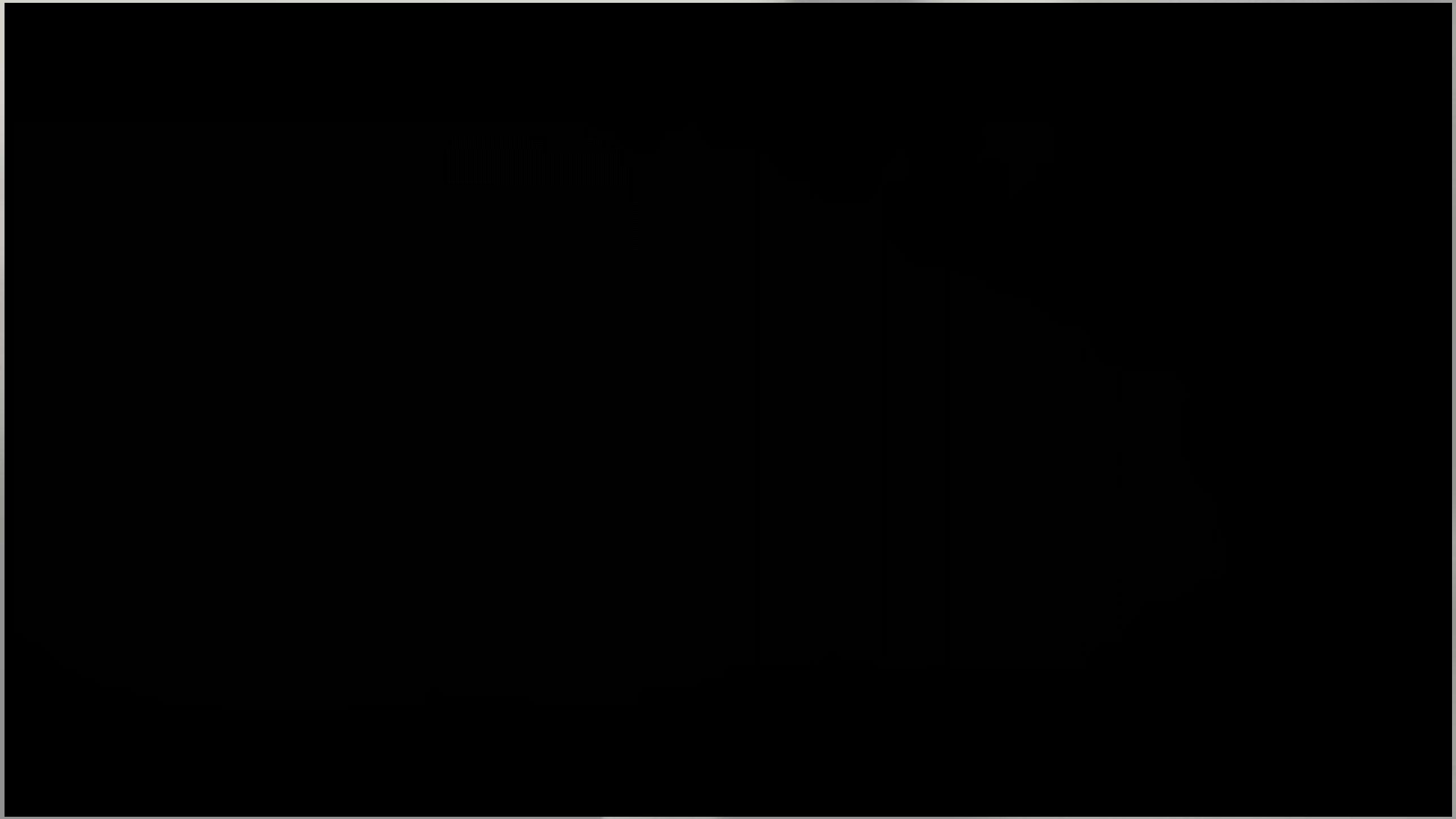
WITHDRAWALS

- Breaking promises
- Unkindnesses, discourtesies
- Violating expectations
- Disloyalty to the absent—gossip, rumours
- Pride, conceit, arrogance
- Defensiveness
- Placing blame

DEPOSITS

- Keeping promises
- Kindnesses, courtesies
- Clarifying expectations
- Loyalty to the absent
- Acknowledgment
- Sincere apologies
- Being open to feedback

Adapted from "The 7 Habits of Highly Effective People" - Steven Covey



TRUST IS
BRAVING
c o n n e c t i o n

- Set & respect clear boundaries
- Be reliable, more than once.
- Be accountable to your mistakes.
- Keep conversations in a vault.
- Act from a place of integrity.
- There's no judgement for struggling.
- Assume the most generous thoughts about words, intentions and behaviors.

Brene Brown
trishakeehn.com






Conversational I-Q

Our blind spots

C-IQ priming for TRUST

Conversational Cocktails





trust

Priming for TRust

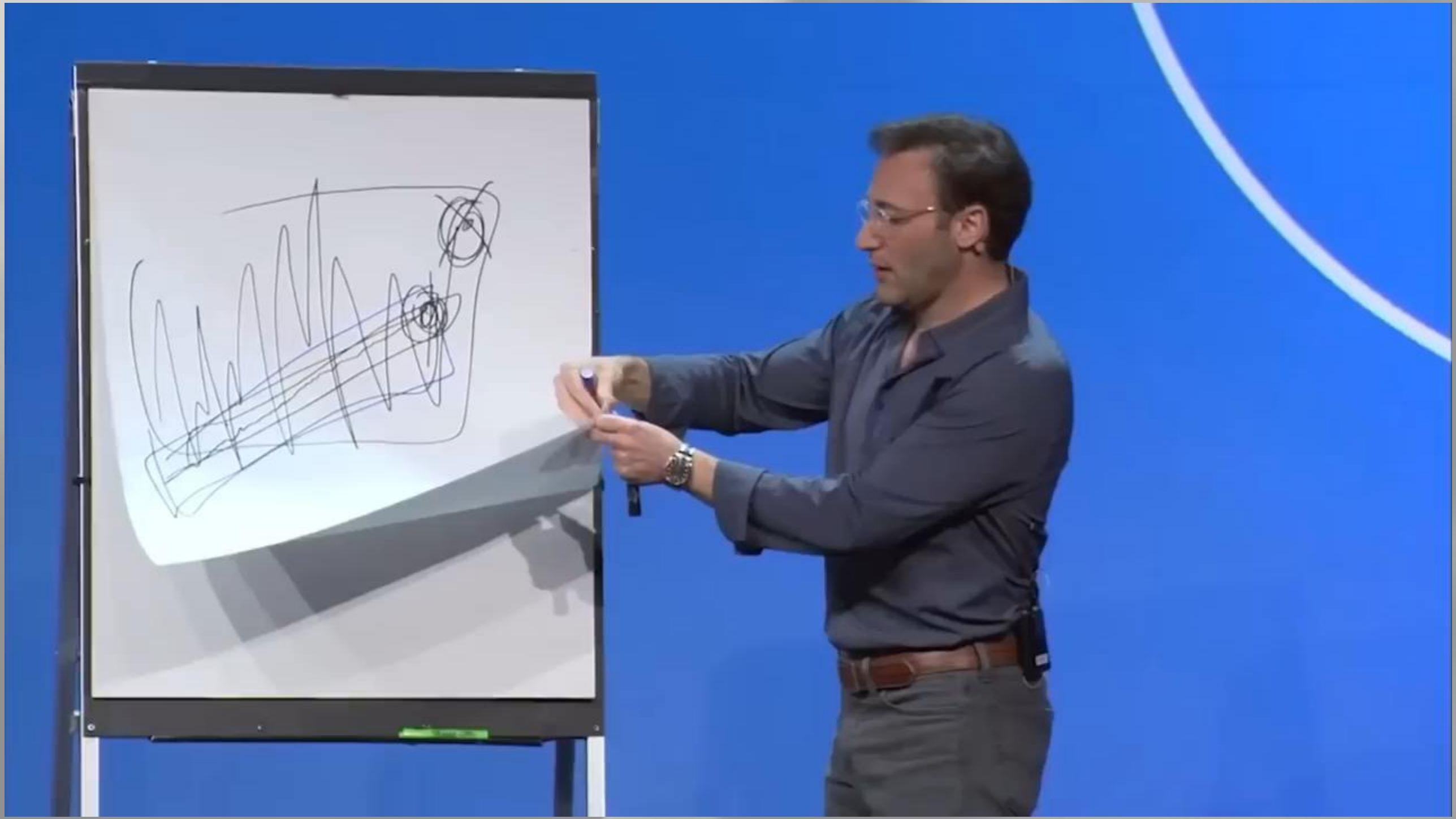
"Can take 0.004 seconds into an interaction to decide whether or not the person can trust you or not" C-IQ



**We instinctively feel good or bad
in the presence of a person.**

**Fear and distrust have a much
longer lasting effect than our trust
chemistry.**

**How can we get ahead of the
curve and increase trust?**



Amygdala

- defines & regulates emotion
- part of the limbic system
- fight flight freeze
- survival mode - ANS
- releases adrenaline & cortisol
- literally flip your lid
- can't think straight as pre-frontal cortex shuts off



Trust changes reality

Amygdala Hijack

- **Reveal less**
- **Expect more**
- **Assume the worst**
- **Look with caution**
- **Interpret with fear**
- **Tell secrets**
- **Yes people**

Prefrontal cortex

- **Reveal more**
- **Expect less & over deliver**
- **Assume the best**
- **Look with an open heart**
- **Interpret with facts**
- **Tell the truth**
- **Yes to transparency**

THREATS

A close-up photograph of a dog's eye, showing the iris and pupil. The eye is light brown and has a slightly dilated pupil. The surrounding fur is light-colored and textured. The text 'THREATS' is overlaid in large, bold, blue capital letters at the top of the image.

T Tone

H Hurt Humiliation

R Rejected

E Excluded

A Angry

T Territory

S Status



conclusions

beliefs

assumptions

feelings

facts

Ladder of conclusions

**Consider a situation - map
thoughts about facts,
feelings, assumptions,
beliefs & conclusions**



ESTABLISHING A FOUNDATION OF TRUST

We can *prime* our conversations by using the 5 steps below. Changing our mindset can shift and shape our experiences into more productive, innovative, co-creative and intelligent results.



CLOSING REALITY GAPS AND 'OPENING UP VIEWS' WILL ELEVATE THE CONVERSATION

Building a trusting environment

- Create Warmth
- Change the environment or physical space
- Build rapport
- Send the agenda ahead of time
- Expand the Circle of trust
- Rethink seating
- Agree the rules of engagement
- Attend to the quality of the conversation

Conversational Cocktails



Examples:

Closes down conversation:

1. Just do as you're told.
2. What do you know about this anyway?
3. How many times do I need to tell you?
4. Why bother?
5. That's my job.
6. You'll never get it past the boss.
7. If it ain't broke, don't fix it.

Opens up conversation:

1. Why don't you decide?
2. How have you been able to do this in the past?
3. Let's see what emerges.
4. What will wow them?
5. Let's team up and see what we can do.
6. Let's experiment and dare to try it.
7. What can we try that we haven't tried before?

Activity

Conversational Cocktails

Transforming uncomfortable conversations -
worksheet



TED^xOslo

x = independently organized TED event

Imposter Syndrome

An inability to realistically assess your competence and skills

Attributing your success to external factors

Berating your performance

Fear that you won't live up to expectations

Overachieving

Sabotaging your own success

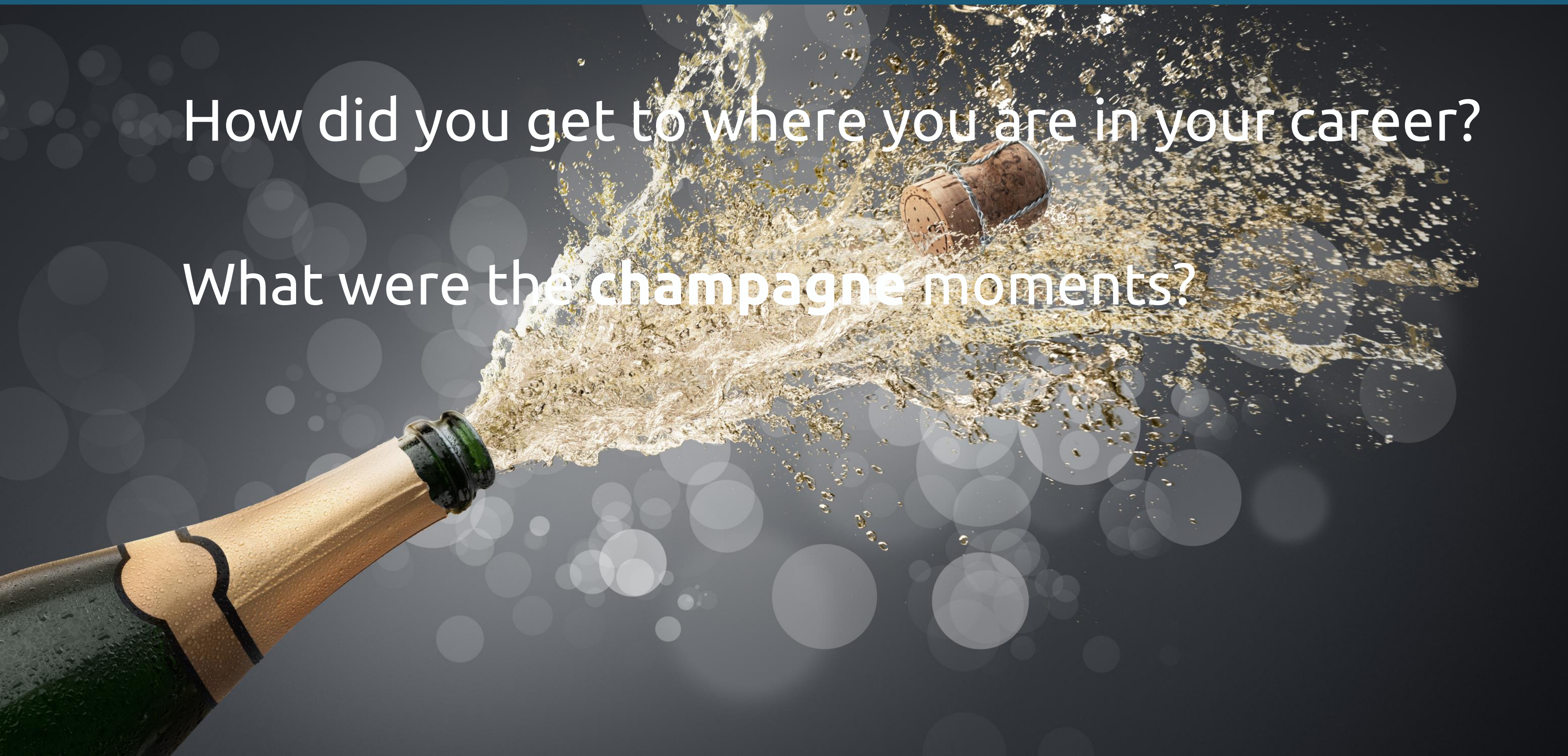
Self-doubt

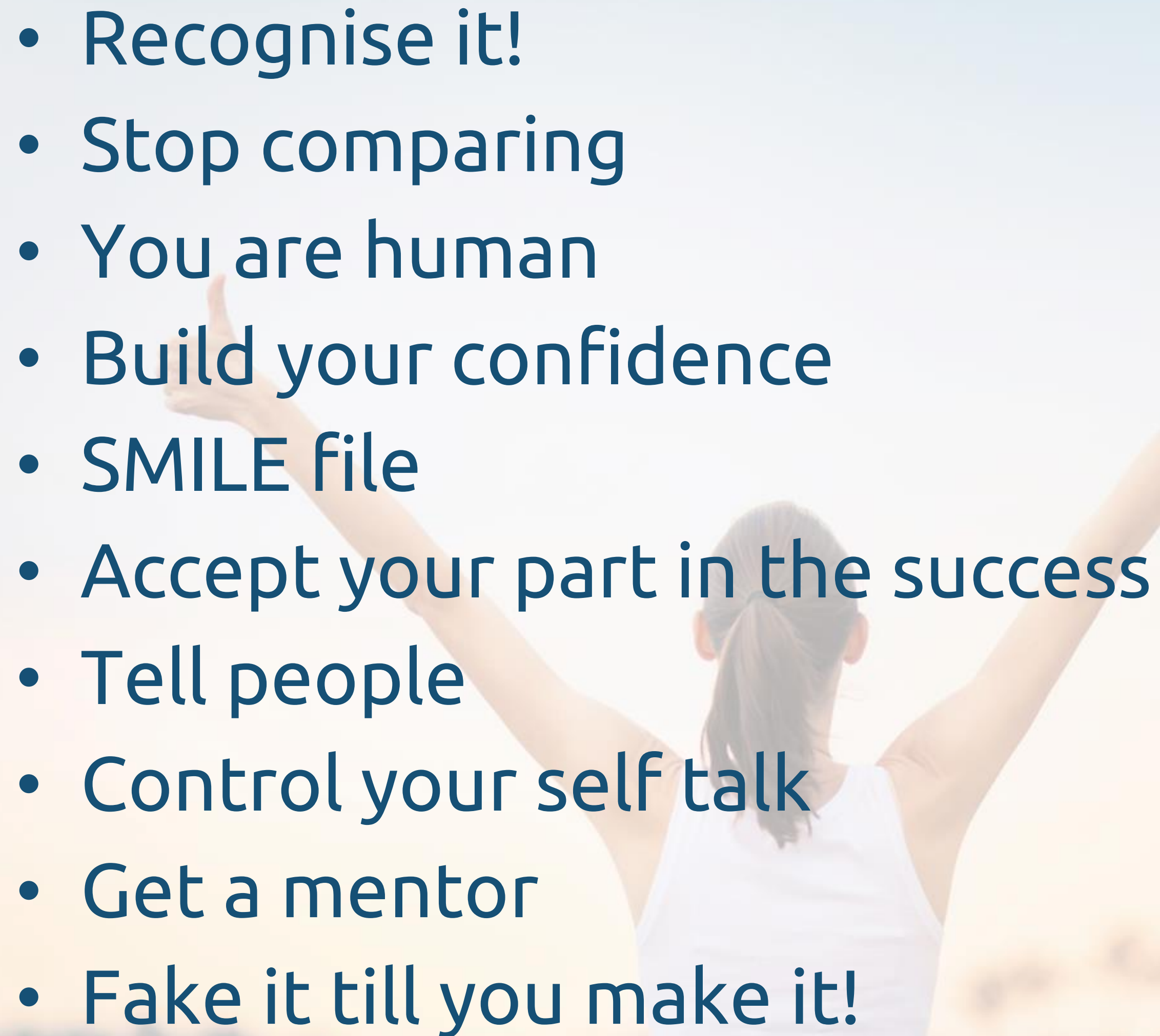
Setting very challenging goals and feeling disappointed when you fall short

Activity

How did you get to where you are in your career?

What were the **champagne** moments?



- 
- Recognise it!
 - Stop comparing
 - You are human
 - Build your confidence
 - SMILE file
 - Accept your part in the success
 - Tell people
 - Control your self talk
 - Get a mentor
 - Fake it till you make it!

From Caroline Donadson

VISION
INDUSTRY
ADVERTISING
BUSINESS
PROJECT
IDEA
ACTION
FINANCE
INDUSTRY
CUSTOMER
INDUSTRY
QUALITY
JOBS
INNOVATION
DEVELOPMENT
PROCESS
ADVERTISING
BUSINESS
MANAGEMENT
STRATEGY
DEVELOPMENT
INNOVATION
DATA
FINANCE

ACTION

TIME
TARGET
QUALITY
DATA
VISION
FUTURE
MOTIVATION
PLAN
INDUSTRY
STRATEGY
VISION
DATA
CAREERS
KNOWLEDGE
PROMOTION
BRAND
SUCCESS
BUSINESS
ADVERTISING
IDEA
TARGET
CAREERS
MANAGEMENT
PLAN
INDUSTRY
STRATEGY
VISION
DATA
ADVICE
STRATEGY
CREATIVITY
EDUCATION
STRATEGY
BRAND
JOBS
PLAN





Traffic Lights : Stop Continue Start





i am
grateful

Thank you



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