

SAFETY triangle

CHANGE

CHALLENGE

OPENNESS

TRUST

SAFETY

More **SAFETY** leads to more **CHANGE**

LISTENING LEVELS

**Social
Chat**

- ★ Talking over each other
- ★ Waiting for the other to draw a breath

Me too...

- ★ Conversation ping pong
- ★ Comparing what they say to your perspective

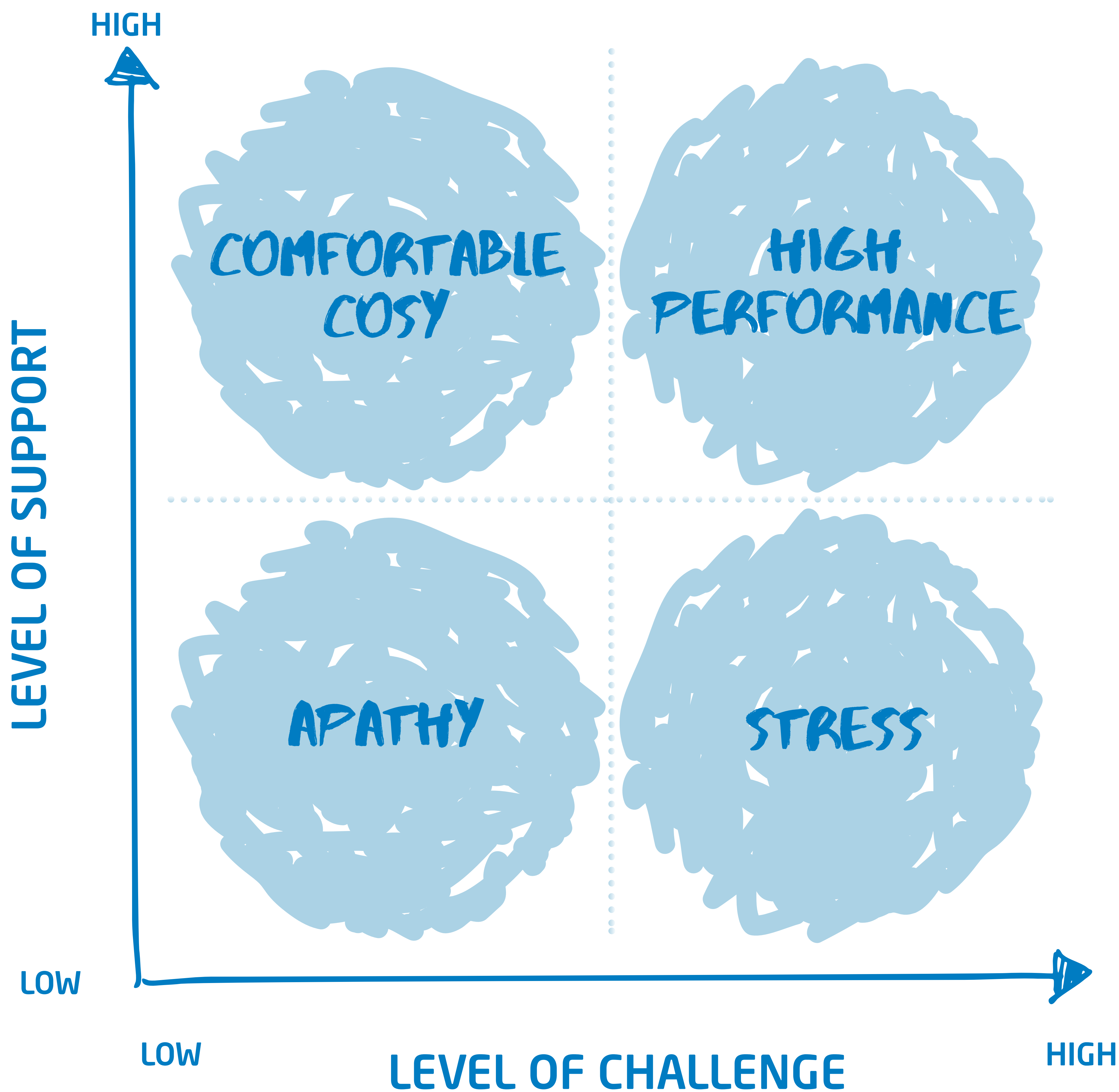
**I can fix
this...**

- ★ Coming up with solutions
- ★ "Fixing them"

I wonder...

- ★ Curiosity
- ★ Focus on them/their needs
- ★ Listen to understand

SUPPORT AND CHALLENGE



RELATIONSHIP triangle

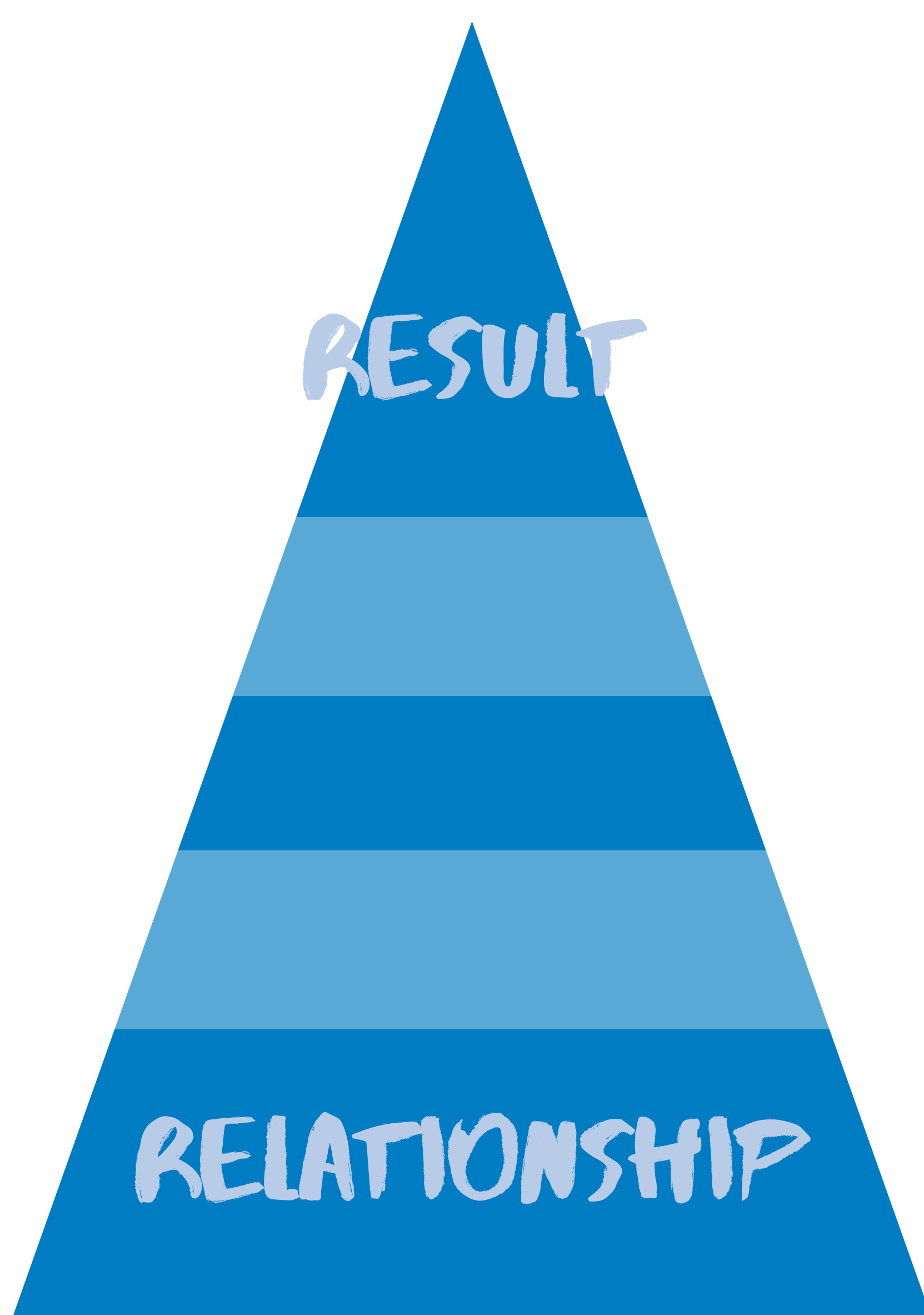
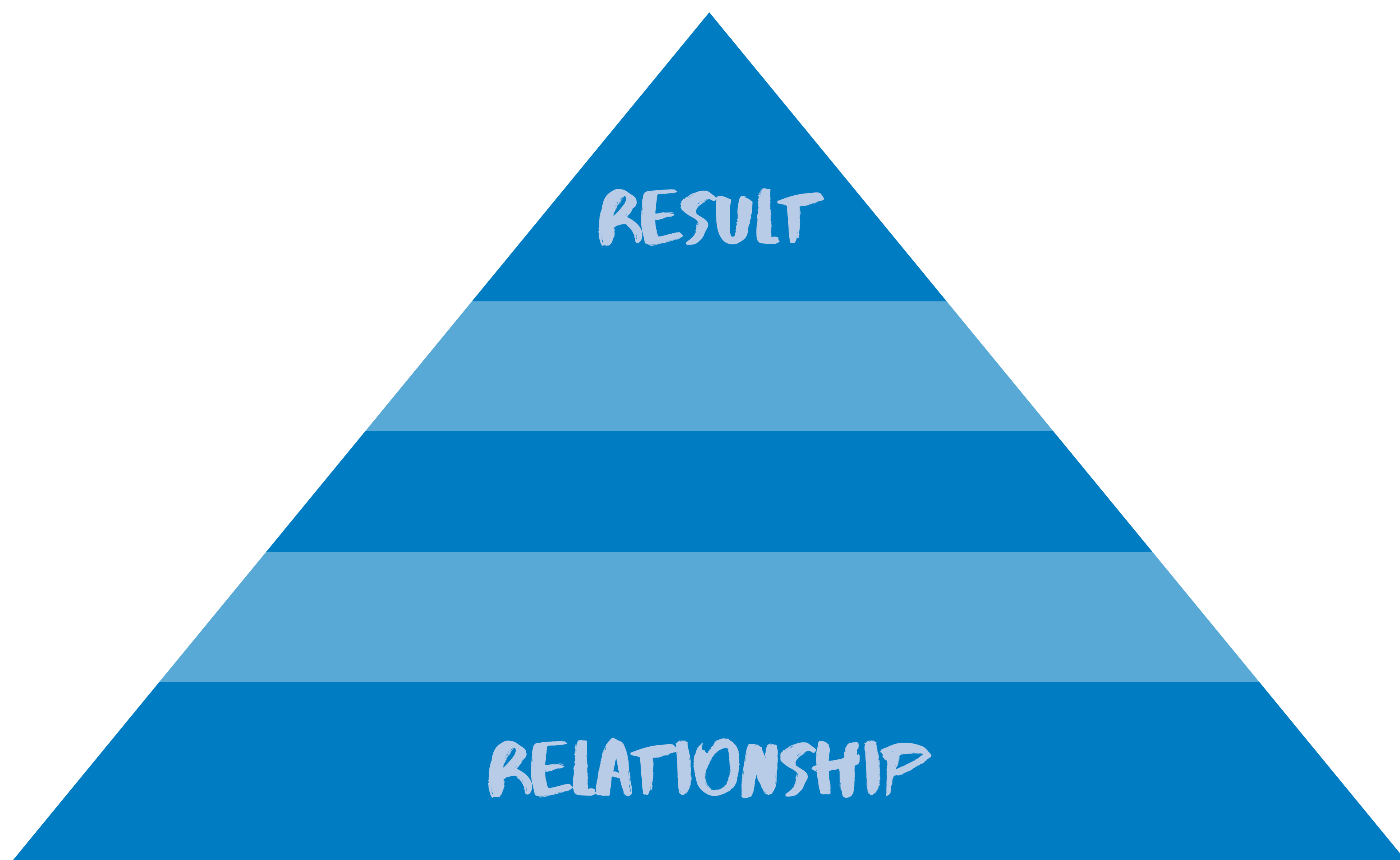
RESULTS

ACTIONS

PLANNING/PRIORITIES

POSSIBILITIES/VISIONING

RELATIONSHIPS



40

BIG RELATIONSHIP AUDIT

S / M / L

Relationship	Size Needed	Size Now

Types of RELATIONSHIP



Create/Design:

- ★ make a connection
- ★ common ground
- ★ what is important to them?



Build/Grow:

- ★ How will we work together?
- ★ What do we both need?



Repair:

- ★ acknowledge the past
- ★ state you want to move on
- ★ co-create the future

THE TRUST equation

$$T = \frac{C + R + I}{S}$$

T = TRUSTWORTHINESS

C = CREDIBILITY

R = RELIABILITY

I = INTIMACY

S = SELF ORIENTATION

– Maister, Galford & Green

LEVELS OF CHALLENGE

THINK IT

Keep quiet
Talk to others

DISGUISE IT

Leading question
Personal experience (once only)

SOFTEN IT

Justify why, reason, completely understandable

STATE IT

Give opinion, non specific, direct, no follow-up

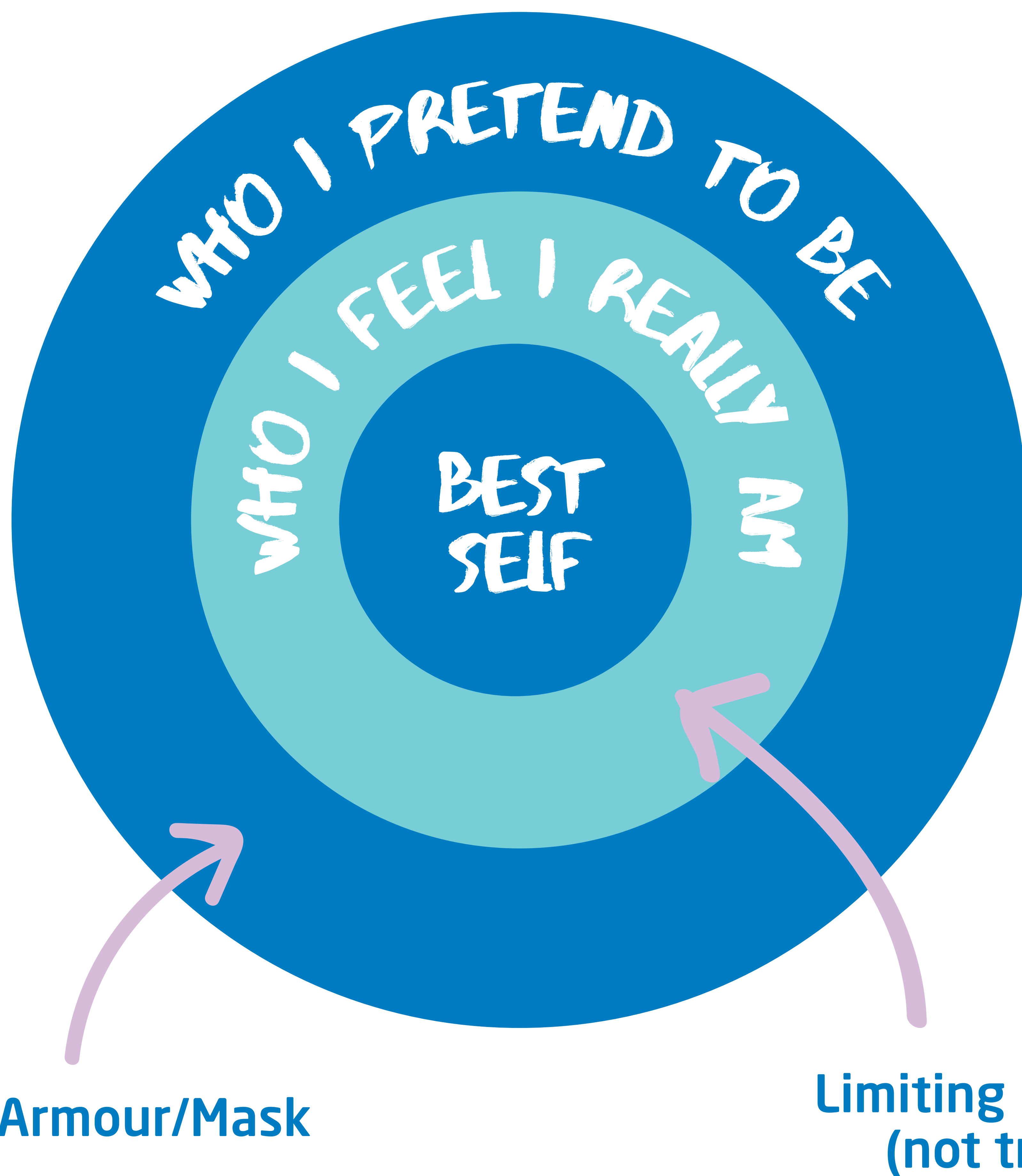
NOTICE IT, QUESTION IT

Curiosity, feel/own, no judgement

EXPLORE IT

Drill down, not letting off the hook, really?
what's stopping you, where growth comes from

SELF LIMITING beliefs



SELF LIMITING beliefs

Example: Self limiting belief is about senior people/hierarchy

EVENT/
TRIGGER

Someone who is senior
to me asks me a question

MEANING I
GIVE IT

They think I don't know
They think I'm incompetent
They are displeased with me

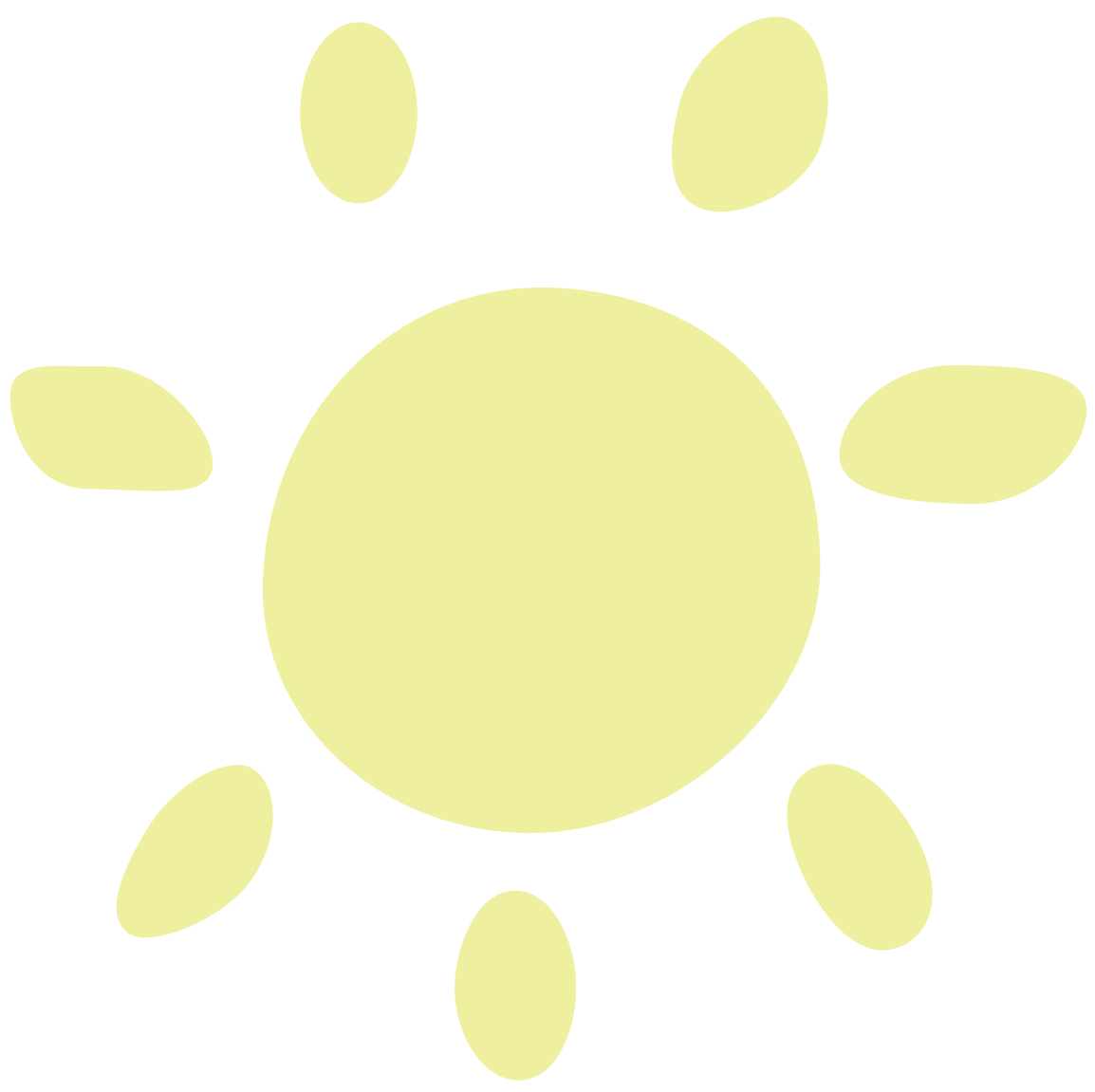
ACTION I
TAKE

I waffle/appear nervous
I stumble over my answer

IMPACT

They think I don't know
They think I'm incompetent

BEST SELF

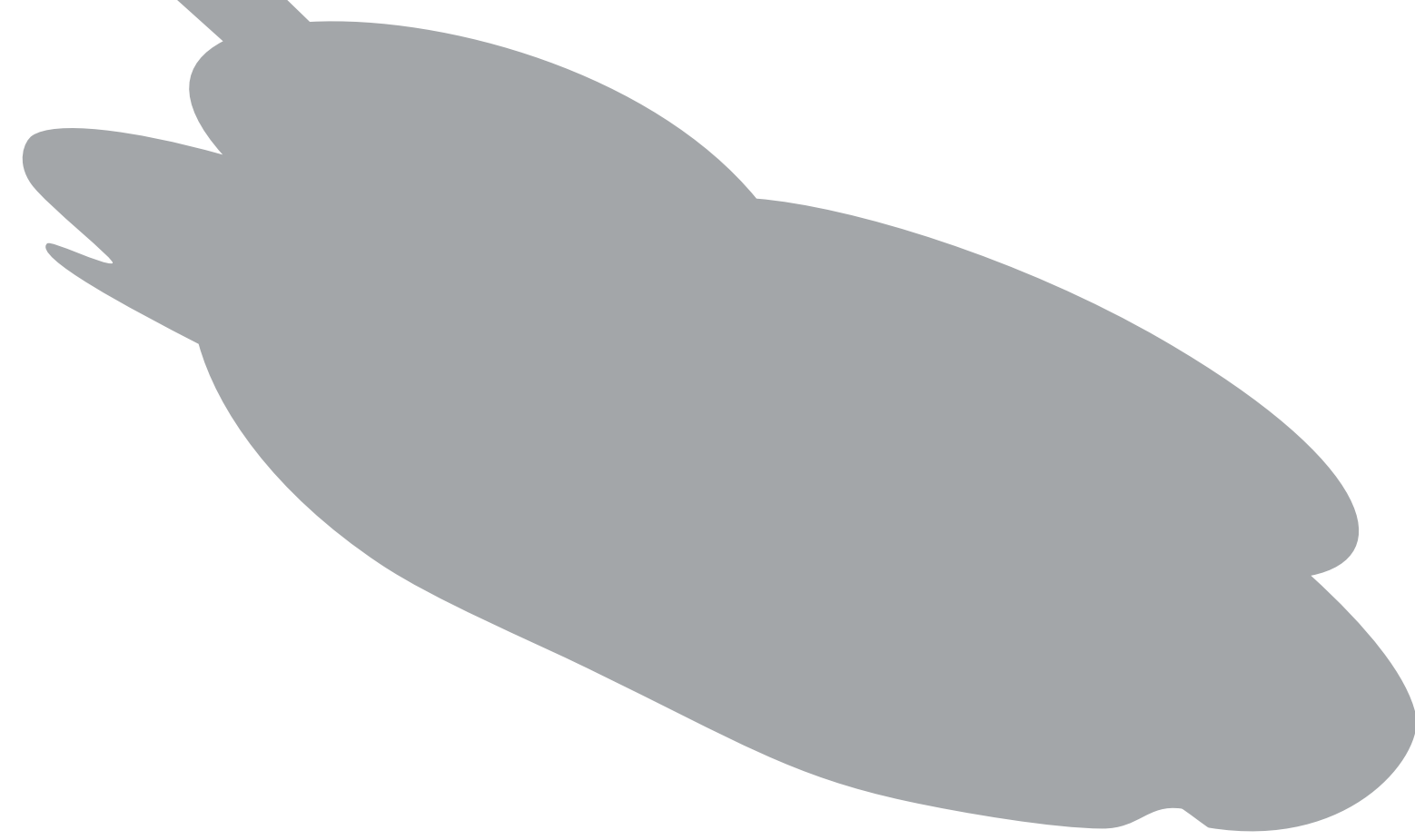


THE SHADOW I CAST...

MY
LEADERSHIP
BEHAVIOUR



HOW IT 'LANDS'
ON OTHER
PEOPLE



THE SHADOW I CAST...

- ★ When I am at my best, what is it like to be around me?
- ★ What impact do I have on you?
- ★ When I am not at my best, what is it like to be around me?
- ★ What impact do I have on you?