

Believe Achieve

E-BOOK | WHAT IS NEEDED IN LEADERSHIP



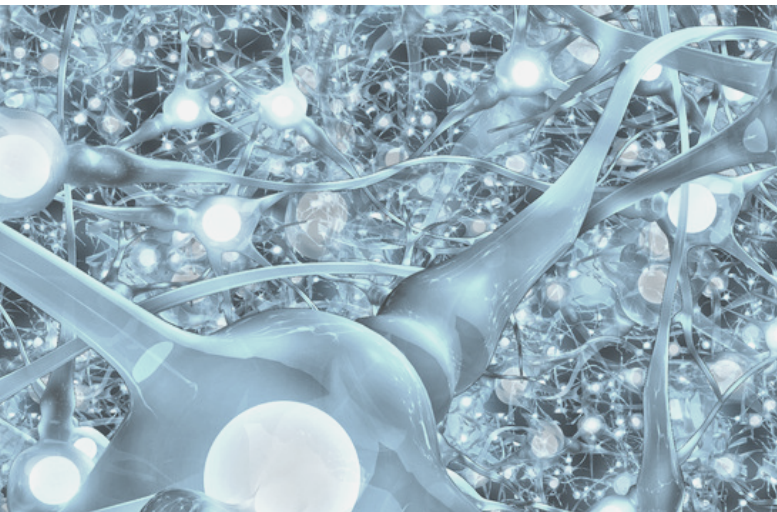
BUILDING THE CONNECTION

Every year there is a new idea, a new way to increase the performance of your teams, improve the culture and develop your leaders.

All these new methods, techniques and investments cost companies in time, effort and \$\$ in retraining.

What if we could go back to basics, to understand what actually happens in the brain when we interact with others and simply develop what we are already hardwired to do?

This E-book outlines why we need to get back to the basics on how to develop people in a sustainable, healthy and no frills way.



What's New

Neuroscience is providing us amazing insights into what happens in our brains and why. It also provides us the understanding on how we can work with our brain to be our very best.

What is missing in leadership programs?

There are many development programs available for leaders and employees to build their people skills including online programs, single and multi-day programs and on the job development programs.

Each year, it is estimated that \$50 billion is spent globally on leadership development. With this level of investment, why are there still significant gaps between current and expected capability across all leadership roles?

Clearly something is missing.

It will probably come as a surprise that one missing piece of the leadership puzzle is the understanding and know-how to hold robust conversations that build trust and relationships.

.Few, if any programs spend time on why, where and how conversations impact the brain, focusing more on models or methods of communication.

The real power of conversations can only be unleashed when we apply our understanding and awareness of the brain, knowing how to navigate emotions and what it means to hold a conversation with care, candour and courage.

What conversations do you avoid, which have you done poorly? What impact are you having on others?

We take our conversations for granted and rarely reflect on our impact on others. The differentiation between good and great leaders is in the conversations; how they seek shared meaning, co-create solutions, and build trust and healthy relationships.

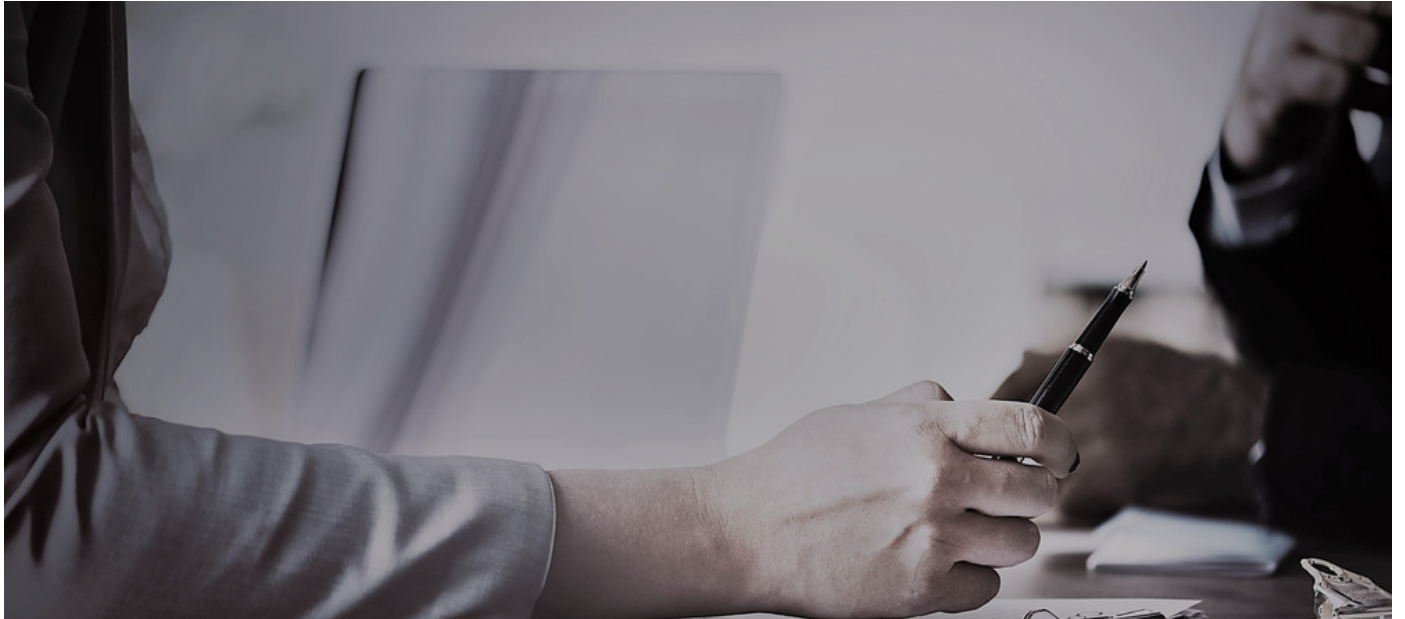
When we focus on improving the quality of our conversations it unlocks the potential within. Solutions are within us, we just need the ability to tease them out through deep thinking, good questioning, and without judgement or rejection.

The quality of the culture depends on the quality of the relationship which depends on the quality of the conversation.

Everything happens through conversation.

Judith E Glaser





Setting the Foundation

Ever wondered why we have such complex language?

All animals successfully communicate with a few grunts, hisses, and maybe songs, so just to communicate seems to be insufficient to describe the complexity of language that we have developed.

Research hasn't found the answer yet however there is one theory that may help. This theory considers the relationship between the development of our language coinciding with the evolution of our prefrontal cortex; our executive brain.

This brain is where we connect and bond with others.

The prefrontal cortex is active when we are curious, creative and need to solve problems. It is involved in our experimentation, exploration and our ability to plan and predict a future. Whilst other animal brains have the prefrontal cortex, the capability and functionality of the human prefrontal cortex surpasses all others.

We use language to share what is going on in our prefrontal cortex; what we are thinking, our emotions, and plans and ideas.

We feel good when our prefrontal cortex is actively connecting and engaging with others. We feel a sense of belonging when we can understand and share, and work with others to resolve problems.

We are hardwired to connect through language and through our conversations.

When we change our conversation we change our world.

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What is a mindset?

We hear about mindsets a lot in leadership and personal development programs. Carol Dweck in her book *Mindset*, talks about fixed and growth mindsets. Arbingers, in their books, describe having an in-the-box or out-the-box mindset. We also use the terms open and closed mindsets.

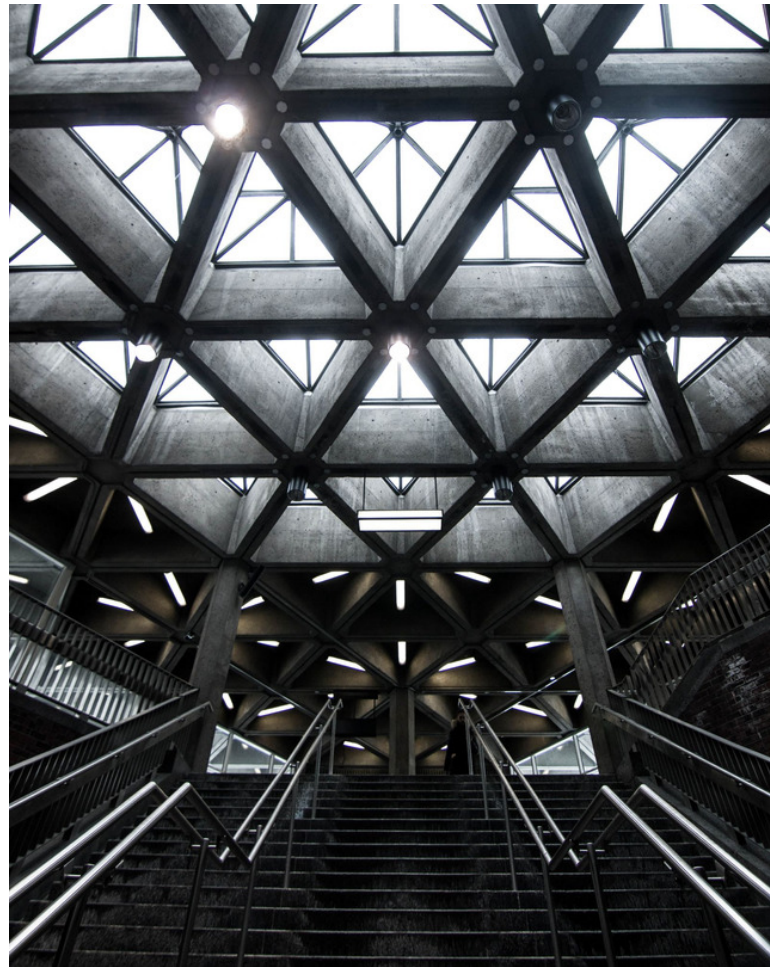
Mindsets are our internal thinking mechanism activating thoughts, memories and emotions.. Both Dweck and Arbingers describe these well using concepts and analogies that make sense of the concept..

When we change our mindset for the better, we do more than feel better.

There is a chemistry that occurs within the brain that creates the mindset. When we activate the prefrontal cortex we have a growth or out-the-box mindset.

Trust is the activator of the prefrontal cortex allowing us to bond, think collaboratively, and come up with novel solutions. Our growth mindset is about trust.

Cortisol on the other hand shuts down the prefrontal cortex, restricting our ability for out-of-the-box thinking.



Cortisol is released when the brain senses threat in our environment. It is used to prepare the body for a fight or flight response. Once released, cortisol floods the brain disabling the prefrontal cortex. Our thinking turns inwards and relies on past experience, beliefs, and emotions to make sense of the situation. This is how Dweck and Arbingers describe a fixed or in-the-box mindset. Our closed mindset is about protection.

When we can up regulate trust and down regulate cortisol, we change our mindset and our thinking. Our conversations have the power to create growth and possibility. We build a foundation of trust where others feel safe to share and experiment without judgment.

Our conversations and thus our language directly impacts our brain chemistry.

We basically have two brains; one that keeps us safe, and the other that helps us strive to be better, know better and do better.





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I won't remember
what you said or
what you did; I will
remember how
you made me feel

Maya Angelou

Message from the Principal

SANDRA BOOTH

Whether you are a team member, professional or a leader you can improve your conversation skills.

The great news is that improving your conversation skills will have profound impact on your career and your workplace relationships.

Further, and unlike most leadership skills, developing better conversation skills will also improve your personal life and relationships.

The benefits of healthy conversations are wide ranging including increased engagement, superior growth and profitability and healthy productive cultures. .

I would like for you now to take a moment of reflection.

When was the last time you had a great conversation? What did that feel like for you?

When was the last time you thanked someone for just listening? What was that like?

Healthy conversations are the basis of relationships. They are what connects us, inspires us, and opens us up for growth.

Is it time for a different conversation?





Believe Achieve
Coaching & Consulting

Believe Achieve

CONVERSATION SKILLS | COACHING | FACILITATION



A bit about Conversational Intelligence®

Judith E Glaser is the founder of Conversational Intelligence® and the Creating WE Institute. She defines Conversational Intelligence® (C-IQ) as the "hardwired, learnable ability to connect, navigate and grow WITH others."

This unique framework can be cultivated and internalised leading to significant enhancement in how people work with each other in business.

C-IQ provides a universal approach to understanding the impact conversations have on our brains, providing insight into our patterns of conversation, and the tools to improve how we work together with others.

C-IQ programs can be delivered as one-on-one coaching, group coaching, seminars, or as interactive experiential workshops. Each program is fully customised to meet the needs of the individual and company.

HOW CAN I HELP
YOU?

INTRODUCE CHANGE
WITHOUT ERODING
TRUST

GAIN COMMITMENT AND
ENGAGEMENT

ELIMINATE SILOS AND
SILOED THINKING

GAIN THE COURAGE AND
KNOW HOW TO HOLD
TOUGH CONVERSATIONS