

Leadership for Future Manufacturing

Module 6 Courageous Conversations



Courageous Conversations

- Introduction

“ To get to the next level of greatness depends on the quality of the culture, which depends on the quality of the relationships, which depends on the quality of the conversations. Everything happens through conversations!”

- Judith E Glaser



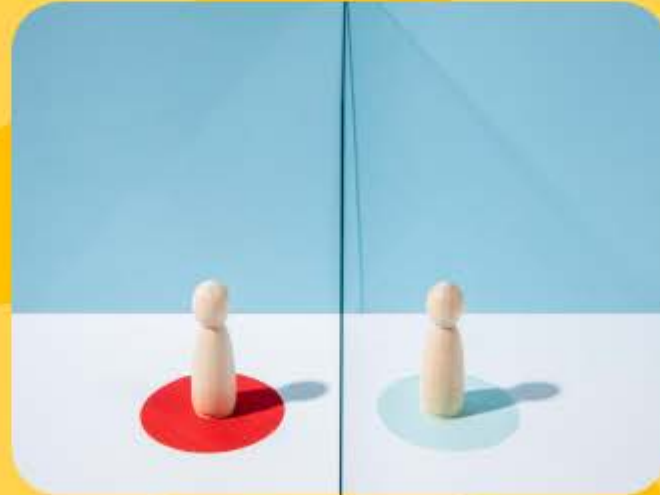
Courageous Conversations

– Learning Objectives

What do we talk about?



Challenging Conversations and Conflict



Courageous Conversation Skills & Techniques



Courageous Conversations

– Agenda

1. Introduction
2. Introductory Activity
3. Communicating Culture
4. Building Alignment
5. Challenging Conversations
6. Dealing with Conflict
7. Skills and Techniques
8. Final Role Play Exercise
9. Commitment to Action

CARE 
DEEPLY 

DELIVER WITH 
EXCELLENCE 

Introductory Exercise

Small Group Discussion

What can be the consequences of poor communication and lack of quality feedback..?

Page 2 Workbook



Introductory Exercise

Small Group Discussion

What can be the consequences of poor communication and lack of quality feedback..?

- Poor management of staff
- Lack of ownership and involvement
- Inability to contribute fully
- Waste of energy and resources
- Lack of organizational focus
- Poor morale
- “They aren’t interested; they’re only interested in their wages.”
- “My door is always open.”
- “If they want to know they only have to ask.”
- “Tell them about performance and they’ll ask for a pay rise!”



What do we talk about?

Roger D'Aprix Communicating Culture

- “Leader’s communication is the key factor in establishing open, democratic corporate culture in which people are free to express their opinions.”
- Leaders set the culture of an organisation by effectively giving people permission to be honest and candid and demonstrating a willingness to listen to conflicting views.”
- With that in mind, what type of conversations do you typically have with your team?
- Transactional – telling them “What” and “How”; focus on You
- People focussed – intrinsic motivation; “Why” and showing a caring attitude; focus on We



Activity

- What do we talk about?

- Individually – assess each segment for the degree to which you have conversations in this area
- Assign 1 if “almost never” through to 10 for “every day”
- Then discuss in pairs and identify opportunities to have better conversations with your team members.
- Page 3 Workbook



Building Purpose - Alignment

What is the
purpose of **your**
team?

purpose



Goals and Objectives?

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Goals and Objectives?



To achieve our GAP 2030 ambition, we must...

**FOCUS ON
WHAT COUNTS**

CARE 
DEEPLY 

STAY THREE 
STEPS AHEAD

DELIVER WITH 
EXCELLENCE 

**Starting
with how
we set
individual
goals**



3+1 Goals

3 SMART business Goals
+ 1 Development Goal



Driving accountability

No goals, No assessment,
No individual bonus

2025 Goal Setting Approach

Focus & Prioritization

3 Business Goals

Everyone is expected to have 3+1 Goals. The **3 SMART Business goals** will be part of the EoY review

+1 Development Goal

The +1 goal will be focused on personal development (**Skills & Behaviors**) and **won't be assessed as part of EoY.**

Outcome-Driven

LMS accountable for assessing and approving the **quality** of their team 3+1 Goals.



Transparency & Discipline

Visibility

ULE 3 Business goals visible to the whole organization. Through a **Top-down cascade** Individuals will create their 3 Business goals based on their Line Manager 3 Business goals.

Timeline

WL4+ must submit their 3+1 goals in Workday by **Dec 31st**, while all other employees have until **Jan 31st.**

Mid -Year Review

Goals are formally reviewed and re-prioritised during a **Mid-Year Review.**



Goals must be SMART and based in OUTCOMES

Example

Marketing Director Deodorants France

Output Goal:

"Launch 3 new marketing campaigns and increase product distribution to 50 additional stores in France Deos by the end of Q3 2025" *(what's the impact?)*



Incomplete Goal:

"Improve market share *(by how much?)* and become more competitive in France Deos *(by when?)*"



SMART Goal:

"Achieve a 15% increase in market share and a 20% increase in sales within 6 months by introducing innovative improvements to our deodorant line. Success will be evaluated through monthly market share reports and customer feedback surveys, aiming for a minimum rating of 4.5 out of 5."



OUTPUT Based Goals:

focus on specific tasks or activities completed
- they measure what is produced.

VS.

OUTCOME Based Goals:

focus on the results or impact achieved
- they measure the effect or change.

How can I ensure my goals really are SMART?

Follow the checklist below to review and update your / your team member's goals.

S

Specific

What **outcomes** will you need to achieve?

- ✓ Are you clear on the **outcome** you need to accomplish?
- ✓ Why is this goal **important**?
- ✓ What **actions** will you take?

M

Measurable

Do your goals have a **Criteria** for **measuring Progress**?

- ✓ Can you **measure** progress and success using specific metrics or milestones?
- ✓ Have you included **data** or **quantifiable** measures?
- ✓ Are there any **clear criteria** to determine when the goal has been achieved or exceeded?

A

Achievable

Are the goals **realistic** to be achieved?

- ✓ Are your goals **doable**?
- ✓ Do you have the necessary **skills** and **resources**?
- ✓ What **steps** will you take to accomplish the goal?

R

Relevant

Are these **meaningful** and **linked to your Leader's 3+1 SMART Goals**?

- ✓ How does the goal **align** with your leaders' goals?
- ✓ Why is the result **important**?
- ✓ Do you feel **motivated** to deliver the goals?

T

Time Bound

What is the **timeline** to achieve the success of the goals?

- ✓ What is the **timeframe** for accomplishing the goals?
- ✓ Are there any interim deadlines or **milestones** to track progress?
- ✓ Do you feel a **sense of urgency**?

+1: The Development Goal



The “+1” or Development Goal focuses on **improving specific skills or behaviors.**



This goal emphasizes **personal growth** and **effectiveness.**



Achieving the development goal leads to **better performance, development** and **future career opportunities.**

The “+1” won't form part of the **individual End of Year assessment**

Examples

Stay Three Steps Ahead: Enhance the ability to anticipate market trends by identifying emerging industry trends, attending relevant conferences, and completing advanced market analysis training. Progress to be reviewed quarterly with my Line Manager over the next 12 months.

Improve prompt engineering skills: Enhance prompt engineering skills by completing a training, applying techniques in project XZY, and achieving a 90% positive feedback rate from the language model, dedicating 3 hours per week, to be achieved by the end of Q2 2024.

Stay Three Steps Ahead: Educate self on digital world and AI, how to stay at the forefront and unlock opportunities through improved usage of automation and AI. Become fluent and literate in AI and as an outcome, have 2-3 use cases leveraged across your BU/Function.

Build deeper, more meaningful connections: Appreciate openly what I value, show and share more of who I am and why to help others understand me. Create strong generative relationships and unlock greater and faster acceptance of ideas for game changing outcomes.

Call to Action: Goal Setting



1. 3+1 SMART Goals - Focus on what Counts

Fewer, bigger things delivered to conclusion and rewarded.



2. Align with your LM Goals – Challenge & debate the right choices

Employees use their Line Manager's Goals to craft their respective 3+1s.



3. +1 Development Goal

True development focus, agreed and aligned with Line Manager.



4. Bring fairness and Transparency - Care Deeply

Fairness and transparency in what it takes to succeed (be clear on the what and how). Review regularly.



5. Actions

- WL4 3+1 goals should be visible to team members via Workday (sharing +1 is based on LMs discretion)
- All WL1-3 to submit their 3+1 goals in Workday
- LM to check quality of direct reports' 3+1 and approve in Workday **by January 31st**

The Golden Circle

- Start with WHY

WHY = The Purpose

What is your cause? What do you believe?

Apple: We believe in challenging the status quo and doing this differently.

HOW = The Process

Specific actions taken to realize the why.

Apple: Our products are beautifully designed and easy to use.

WHAT = The Result

What do you do? The result of why. Proof.

Apple: We make computers.



The Golden Circle

- Optional Group Activity

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Considering your teams.....

- What is your purpose?
- How are you going to bring that to reality?
- What results will tell you that you are making progress?
- How will you share this with your team?
- How will you maintain focus on this going forward?

What do we mean by challenging people?

- People who are resistant to our influence
- Who actively or passively prevent us from achieving our goals or meeting our needs
- And who may arouse negative emotions in us.



Group Activity

What are the challenging or difficult behaviours you regularly deal with as a manager?

- They have a poor attitude/level of respect for others
- They are focused on their own needs
- Their behavior has not been challenged or discouraged
- They have low self awareness
- They are prejudiced/biased (gender, age, status, etc.)
- They have low self-esteem/low sense of worth
- Their values, beliefs, opinions, needs are challenged in an aggressive or unfair way.
- They have difficulty in handling stress, feedback or setbacks.

Dealing with Challenges!

Everyone has the potential to be challenging to deal with

Everyone believes that they are in the right

You will not get a result with everybody

You need to understand your contribution to the dynamic

You may be somebody else's challenging person.

You have a responsibility to be a role model for the desired behaviours

Defining Conflict

“A struggle or contest between people with opposing needs, ideas, beliefs, values or goals.”

“Conflict can escalate and lead to non-productive results or conflict can be beneficially resolved and lead to quality results”.



Defining Conflict

- **Facts:** each party has a different perspective or conflicting data
- **Actions:** each party agrees on the facts, but is in conflict about the actions that should be taken to accomplish common goals
- **Goals:** the parties have different – and opposing – personal or work goals
- **Values:** values are the most difficult to change. People usually live by their values. Resolution of this conflict type requires emphasis on respect, as well as empathy for the other person's perspective



Benefits of Managing Conflict

1. Conflict highlights clashes, problems, inconsistencies, differences.
2. Conflict can lead to positive change.
3. Conflict, change & improvement go hand in hand.
4. Demonstrates need for dialogue & problem-solving.
5. Improves understanding
6. Earns respect and self respect
7. Builds confidence and self esteem
8. Sets a good example
9. Avoids future conflict



Misunderstanding is not Conflict

Misunderstandings include:

- Unclear expectations
- Misinterpretation of actions, words, occurrences etc.
- Not playing with a full deck of facts

Misunderstandings need to be cleared up and steps taken to prevent recurrence.

Disagreement is not Conflict

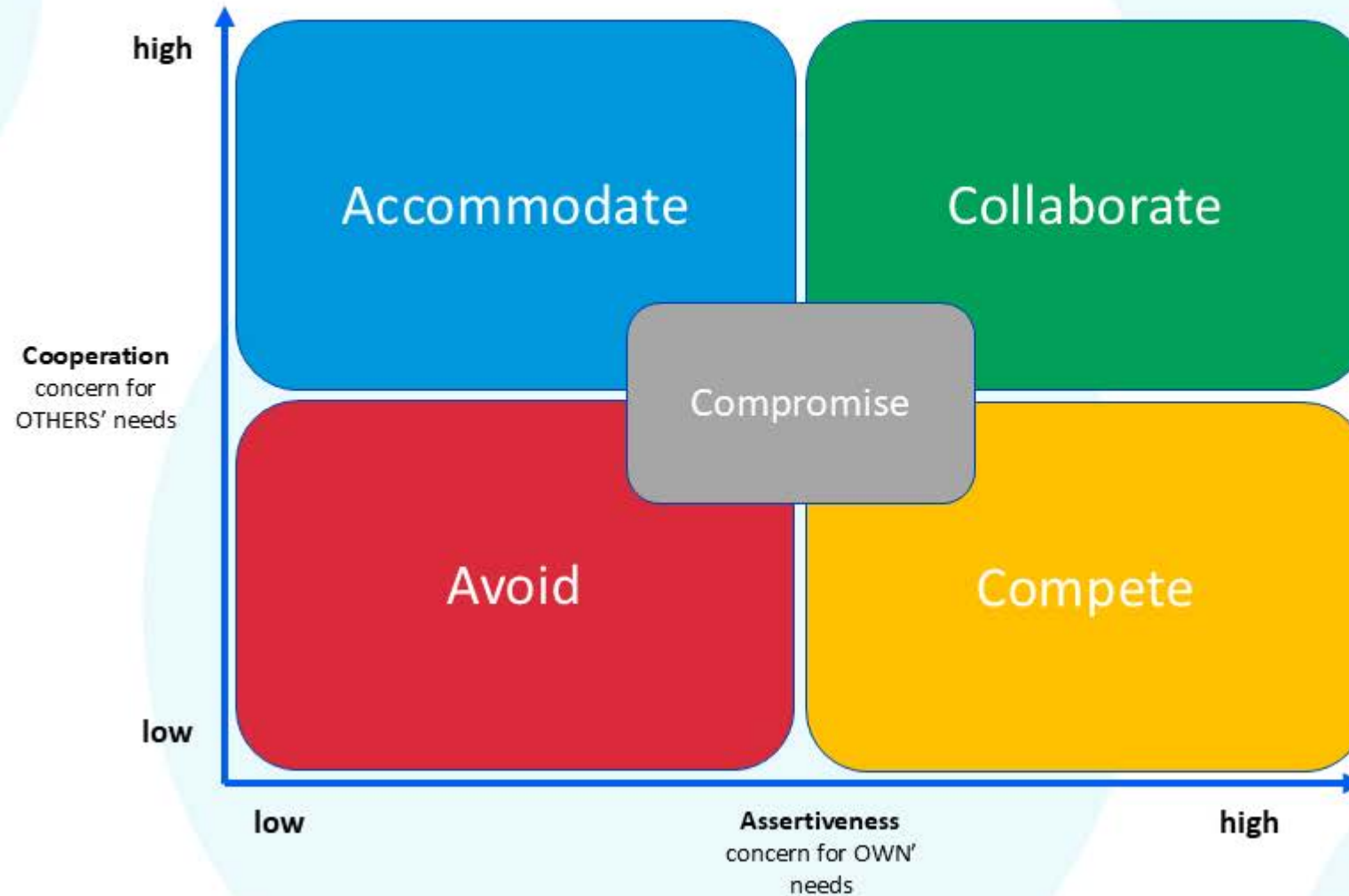
Disagreements include:

- Differences of opinion
- Different interpretations on reality
- Disagreements about the past, including blame etc.

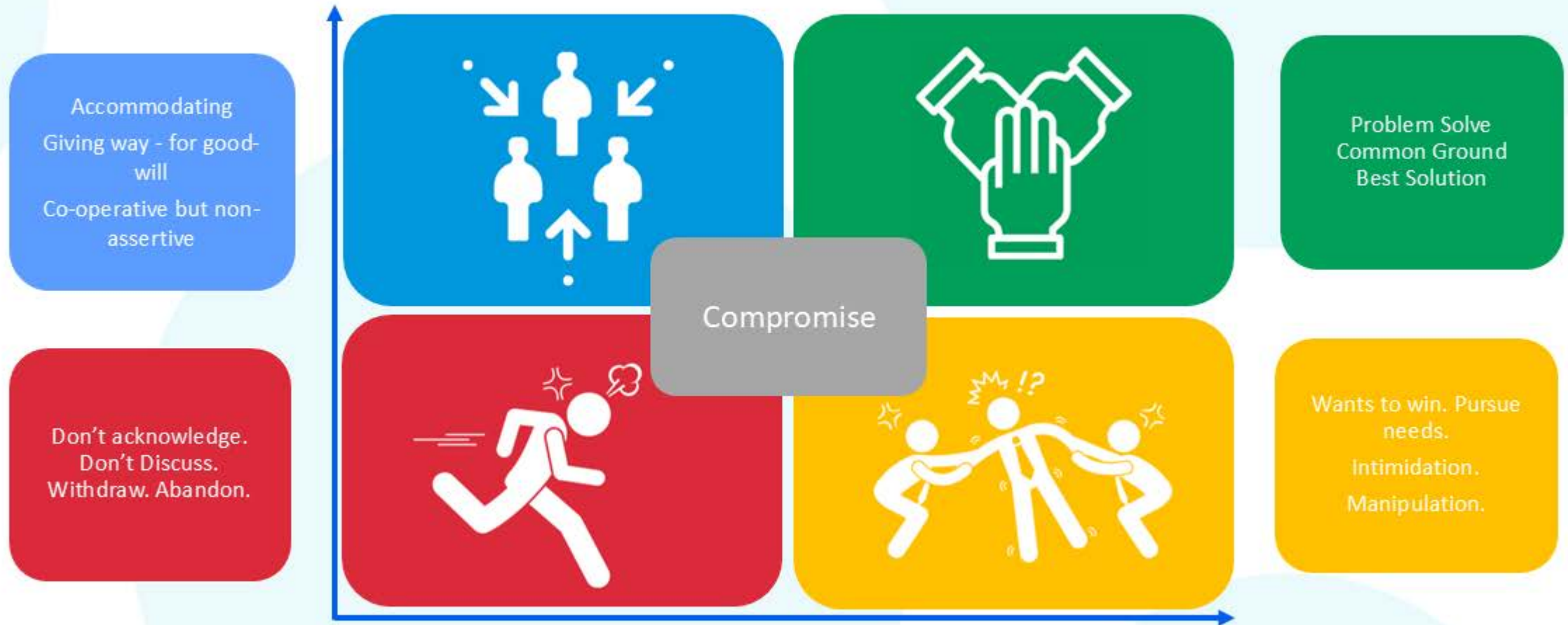
Disagreements do not always have to be resolved.

Conflict Resolution Techniques

- The Thomas-Kilmann Model



The Thomas-Kilmann Model



Three Causes of Conflict

Communication causes

- From infrequent or ineffective communication
- Lack of feedback, misunderstandings, lying, criticism, discounting and sarcasm

Personal causes

- ego, personal biases, and lack of empathy
- differing personalities; perceived disrespect; past friction; differing backgrounds, values or beliefs and prejudice

Process causes

- differing views about what should be done or how it should be done differing goals, differing approaches to a problem, differing perspectives on an issue, and differing sources of information



5 Dimensions of Conflict to Consider

1. **Who is involved?**
Internal, Interpersonal, Intragroup, Intergroup
2. **What are the sources of conflict?** Resources, Psychological Needs and Values
3. **What is relationship like between parties?**
4. **What is the history of the conflict?**
5. **The Process**



Key Skills & Techniques



A Powerful Question

1. Generates curiosity
2. Stimulates reflective conversations
3. Is thought provoking
4. Surfaces underlying assumptions
5. Invites creativity and new possibilities
6. Generates energy and forward movement
7. Channels attention
8. Stays with participants
9. Touches a deep meaning
10. Evokes more questions



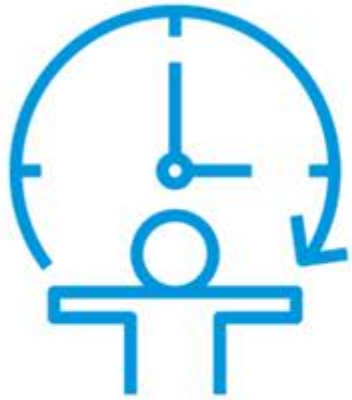
Listening

“Listen with the intent to understand, not with the intent to reply”

- Steven Covey



Levels of Listening



Level 1:
Attending listening



Level 2:
Accurate listening



Level 3:
Empathetic listening



Level 4:
Generative empathetic listening

3 Step Approach to Choosing your Intervention Approach

- Use the most appropriate and impactful communication strategy to influence a person in a situation.
- When speaking up it is particularly important that it is with the right intention and a caring attitude.

What is the 'right' intention for you?



Step 1

**- Determine the Criticality
of the Situation**

FIRST step

What characterizes the situation?

- **STOP**

Requires immediate attention!

- **DEVELOPMENT OPPORTUNITY**

Make time to have a quality conversation!

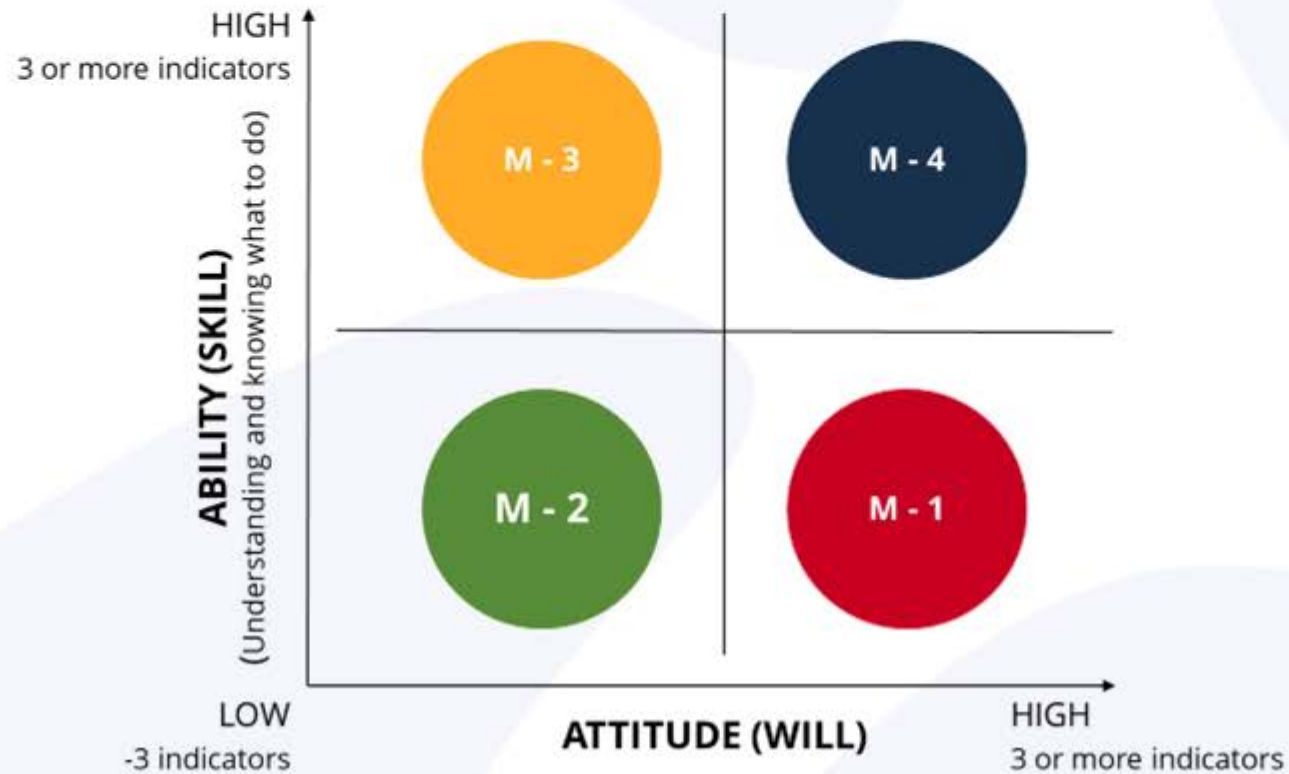
Step 2

- **Determine the Nature of the Situation**

SECOND step

Determine

- If the person is aware (conscious) of what they are doing / ought to be doing
- What is their motivation to change (Will)
- Are they capable of change (Skill)

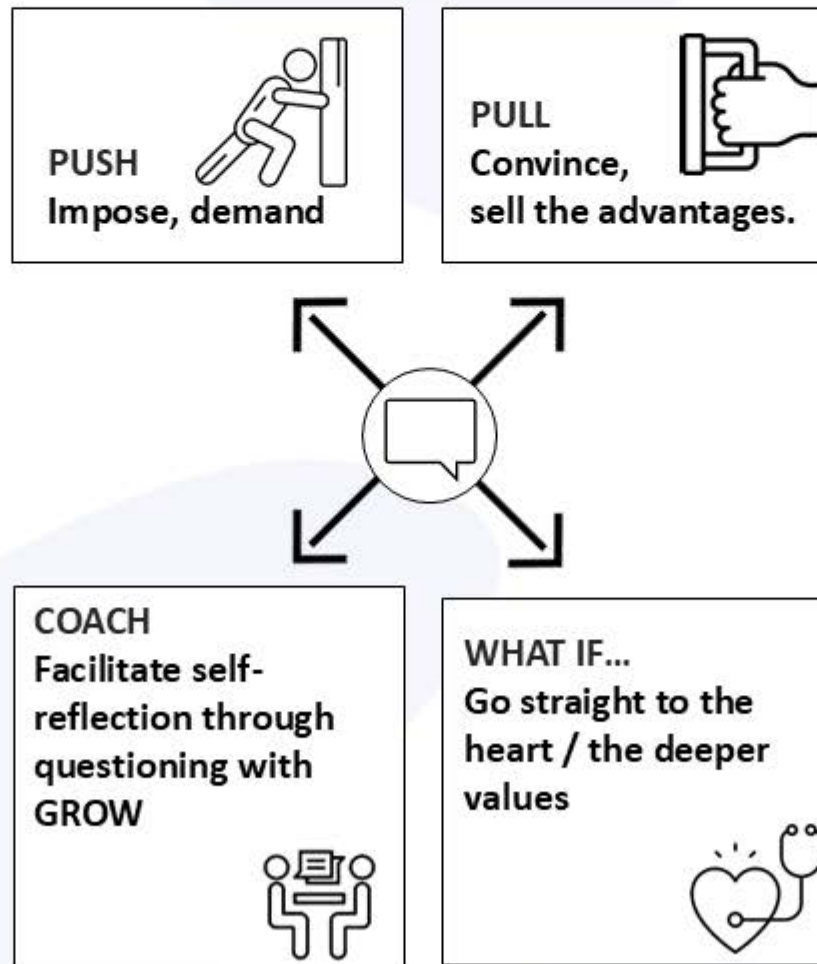


Step 3

- **Determine the best Approach**

THIRD step

Determine the most appropriate way to get the message across. Given the combination of steps ONE and TWO, what could be the best approach? Here are some strategies that could be suitable for your scenario



Examples of the different communication approaches

PUSH

- Impose, Demand

**Example: “you have to abide by the rules.
Just do it exactly the way it is described in
the procedure”**



PULL

- Convince, Sell the advantages

Example: “If you hold on to the handrail it is less likely that you would hurt yourself... you will be much safer. Actually accidents have happened here before, for example at ... and ...”



COACH

- Facilitate self-reflection through questioning with GROW

Example: “We all want this procedure to be done safely (Goal) if you look at what you are doing right now, what is the risk in doing it the way you are doing it (Reality), what could you do differently to do this more safely (Options), ...and now that we have discussed this, what are you going to do? (Will, What’s next?)”



WHAT IF ...

- Go straight to the heart / the deeper values

Example: “And if today something DID happen? What would be the worst thing that could happen? Taking this short cut could lead to an accident? What would you want me to tell your family, if you were injured? Which hospital would you want us to take you to?”



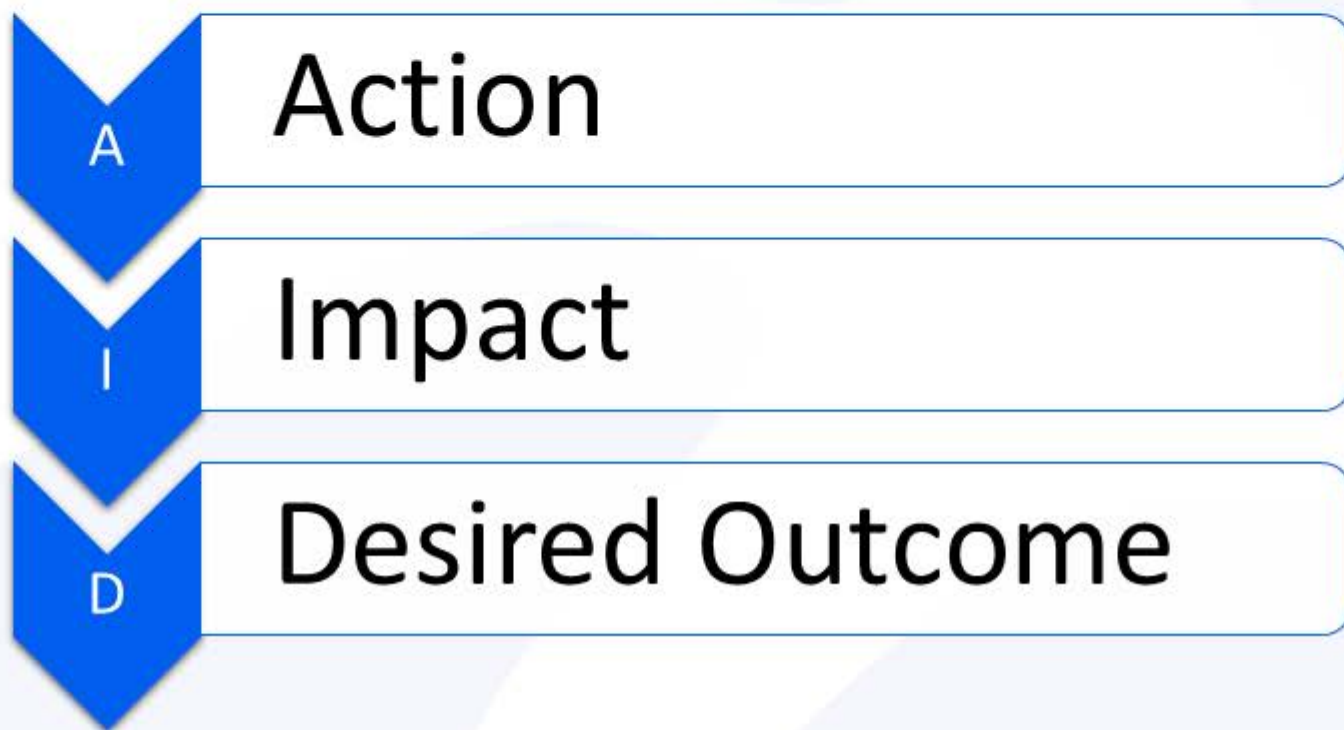
The AID Feedback Model

- **Motivational**

recognition of good performance

- **Developmental**

constructive ways of raising self awareness & encouraging change



AID Feedback

Action

- When you said...
- I saw you.....
- What I noticed was....
- What I heard you say....

Impact

- The impact on the team was...
- I felt...
- I could see the impact that had...

Do

- Keep going (motivational)
- What I would suggest/encourage you to do (developmental)
- What could you do differently the next time(coaching)

Role Play Exercise

1. Role play exercise in Trios
 2. One manager, one team member and one observer each round
 3. Manager selects the scenario to engage in courageous conversation with team member
 4. Conduct the conversation and observer provide feedback
 5. Then rotate until each has played each role
-
1. What characterizes the situation?
 2. Determine consciousness and skill / will status
 3. Given the response to 1) & 2) – what would be the best approach(es)

Page 6 Workbook



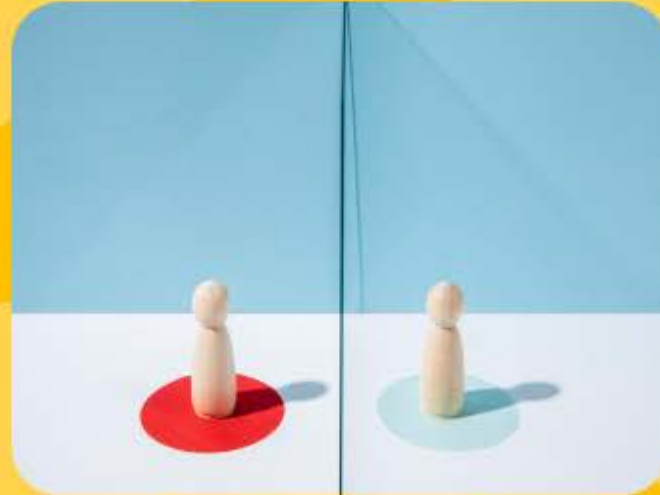
Courageous Conversations

– Summary

What do we talk about?



Challenging Conversations and Conflict



Courageous Conversation Skills & Techniques



Post Work

For a current situation where you are experiencing conflict or finding it difficult to deal with a challenging member of your team.....

- Using the various techniques discussed today
- Plan and execute a challenging conversation to resolve the situation
- Reflect afterwards o
 - What worked well?
 - What could I improve?
 - What would I do differently next time?
- Page 7 Workbook



COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

