

Welcome

Thank you for joining us!



Vision & Mission

“We imagine a world where everybody matters, a world where everyone has the skills to care for others, a world where people think of others first.”

- Bob Chapman

The Chapman Foundation for Caring Communities offers transformational learning experiences that strengthen relationships, align teams, and build stronger communities.

We integrate listening, leadership, care, and service to create **Truly Human Leadership & Connection**.



STRENGTHENING
RELATIONSHIPS
ALIGNING TEAMS
BUILDING COMMUNITY





3 OF 4

Disengaged



7 OF 8

Company
does not care



Work is
leading cause
of stress



Increase in
Monday morning
heart attacks

“Just in the US, the excess deaths from exposure to workplace stresses is probably costing 120,000 lives a year.”

–Jeffrey Pfeffer, Stanford University





**Your supervisor
is more
important to
your health
than your
primary
care doctor**



65% of employees
would rather see their
boss fired than
get a pay raise



58% of people say
they trust a stranger
more than they
trust their boss



Leaders have
**PEOPLE IN
THEIR CARE**
40 hours a week!

trulyhumanleadership



THE SKILLS & COURAGE TO CARE



The background features stylized human figures. The top half shows a figure with arms raised in shades of pink, orange, and teal. The bottom half shows two figures with arms bent at the elbows, one in purple and one in green, with circular heads. A dark purple horizontal band is positioned across the middle of the page.

Leading in an Ever-Changing World

- Identify a significant change you have experienced at work.
- What were feelings that you experienced during that change?



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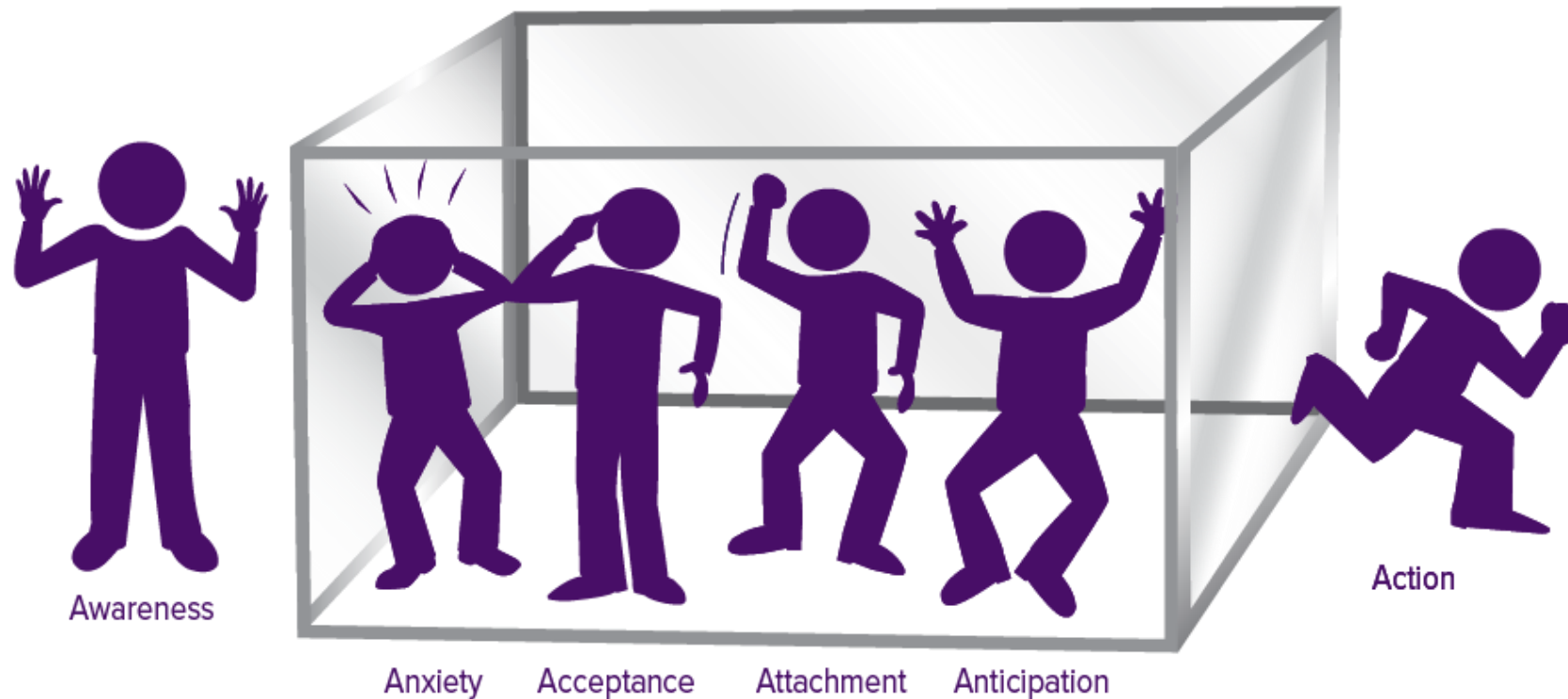

Responses to Change

The Box



How People Process Change

| Awareness | Anxiety | Acceptance | Attachment | Anticipation | Action |
|------------------------|---|--|------------------------------------|------------------------------------|-----------------------------------|
| The change is revealed | People are agitated, fearful, resistant | People begin to rationalize the change | People begin to buy-in emotionally | People begin to prepare for change | People begin to act on the change |



Adapting to Change: Diffusion of Innovation Theory

| Early Adaptors | Middle Adaptors | Late Adaptors |
|----------------|-----------------|--------------------------|
| "Drivers" 16% | "Riders" 68% | "Draggers" 16% |
| Self-motivated | Play it Safe | Fixed in the Past |
| Innovative | Wait and See | Traditionalist |
| Take Risks | Convince Me | This Won't Last |
| Excited | Cautious | Suspicious of innovation |



Kotter's 8 Steps for Leading Change



- 1. Create A Sense of Urgency:** Inspire people to act to achieve a bold, aspirational opportunity.
- 2. Build A Guiding Coalition:** A coalition of committed people to guide it.
- 3. Form A Strategic Vision:** Clarify how the future will be different from the past.
- 4. Enlist an Army:** Large-scale change can only occur when massive numbers of people rally around a common opportunity.
- 5. Enable Action By Removing Barrier:** Remove the obstacles that slow things down
- 6. Generate Short-Term Wins:** Wins are the molecules of results. They must be recognized, collected, and communicated, early and often.
- 7. Sustain Acceleration**
- 8. Institute Change:** Articulate the connections between new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits.



Leveraging Gifts to Create Change

| | | | |
|----------------|---|------------------------------------|---|
| DEFINITION | 1 | CREATE A SENSE OF URGENCY | Why Change is so Necessary. |
| | 2 | BUILD A GUIDING COALITION | The People who will Implement the Change. |
| | 3 | FORM A STRATEGY VISION | How things should and will be. |
| IMPLEMENTATION | 4 | ENLIST A VOLUNTEER ARMY | Tell People How things will be and Why. |
| | 5 | ENABLE ACTION BY REMOVING BARRIERS | Give good Reasons to Change. |
| | 6 | GENERATE SHORT TERM WINS | Establish achievable Goals. |
| SECURE | 7 | SUSTAIN ACCELERATION | Measure and Evaluate the Change. |
| | 8 | INSTITUTE CHANGE | Make change part of the Culture. |

How can early, middle and late adopters help to implement change?



Think about where ***you*** are.

- Are you currently in the box?
- What changes are you navigating?

Consider the ***people*** around you.

- What are your observations about where they are?



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Importance of Expectation Setting

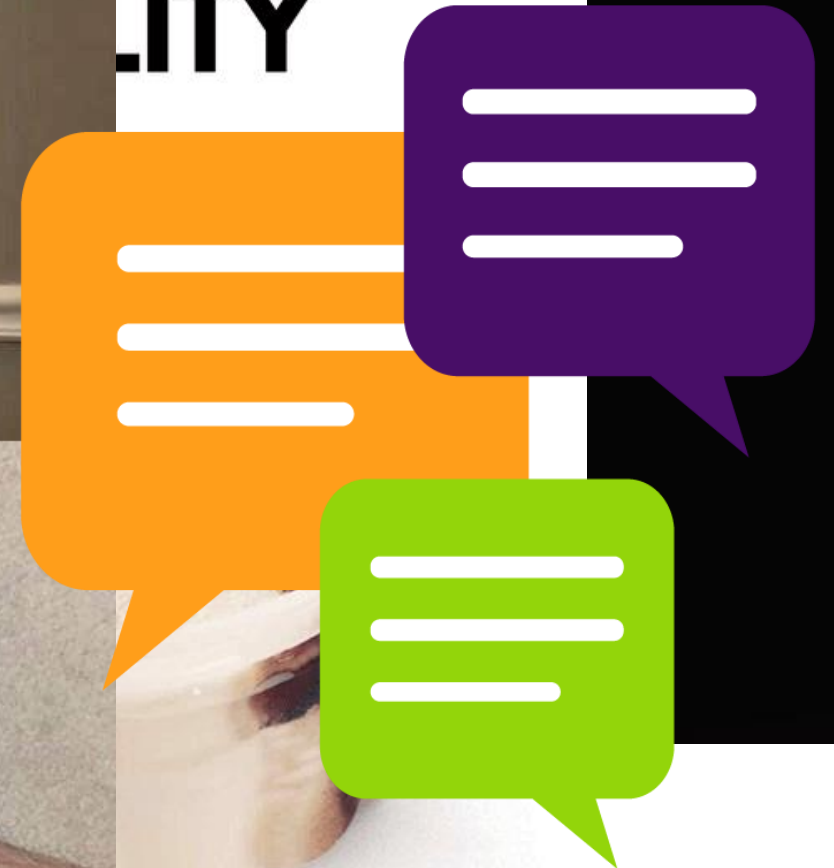
When Expectations Are Not Met

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- Reflect on a time when your expectations were not met.
- What emotions do we experience when our expectations are not met?



What can happen when we fail to **meet** expectations?

What can happen when we fail to **set** expectations?



The Importance of Setting Expectations

$$\text{DISAPPOINTMENT} = \frac{\text{EXPECTATION}}{\text{REALITY}}$$



Three Steps to Successfully Setting Expectations

1) In modeling We-Centric leadership, discuss the following questions:

- What are you hoping for?
- What do you need/want from me?
- What are possible barriers?
- What else do you want to add?
- Have I understood everything correctly? (after summarizing)
- **Who will do what for whom and by when?**



Three Steps to Successfully Setting Expectations

- 2) Review (and in more complex situations, document) the outcomes of your conversation
- 3) Conclude the discussion only once you have set expectations that both parties accept



When to Set Expectations

Setting expectations is most critical when...

- Needs are at odds
- Challenges are anticipated
- The service opportunity requires complex and/or coordinated effort between multiple parties
- Stress is high
- The relationship is new
- Trust has been broken in the past

When in doubt, set expectations!



Perspective Taking



Overview of Class Experience

Day 1:

- Behavioral Tendencies
- Communication Strategies
- Communication Cycle

Self Awareness →

Day 2:

- Message Alignment and Impact
- Reflective Listening
- Empathy
- Acceptance vs. Agreement

Tools →

Day 3:

- Effective Confrontation
- Transition
- Sustainment

Support





Next Steps

Take the Next Step in Your Leadership Journey

Explore Our Trainings

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Find Additional Resources



Contact us to bring a training to you!

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