## Insightful Communications



Insightful Communications purpose is clear: we believe we optimise our potential when we **lead with** compassion, are **listened** to generously and work consciously to apply wise and inclusive action.

Understand more about the human condition

## Meaningful Conversations at Work

Speaking & Thinking Well Together

**3 KEY AREAS** 

Getting ourselves ready – practical tools for staying present, focussed and energised

Being intentional and deliberate in how we initiate & foster the kinds of environments needed for meaningful conversations to occur



## **OVERVIEW**



Getting ourselves ready
- practical tools for
staying present,
focussed and energised



Understanding more about the *human condition* 



Being intentional and deliberate in how we *foster* the kinds of environments needed for meaningful conversations to occur

## PRACTICES FOR STAYING GROUNDED

- To practice managing tension, conflict using our own physiology
- When you shift to your CENTRE you change your body's posture and positioning of the three major areas: Head Heart & Core (THREE BRAINS)
- Practices of paying attention to your body disposition and increasing your emotional literacy has a profound impact on our ability to have more choice in our behavior moment to moment.

## 20 Second Centering Practice

#### 1. Focus on your breath

- Inhale & imagine the breath travelling from the base of your spine to the top of your head
- As you inhale, lengthen your spine & uplift your posture
- Exhale slowly & imagine the breath travelling down the front of your body all the way to the earth
- As you exhale, soften your jaw, tongue and shoulders

#### 2. Settle with gravity

- Feel the weight of your body and the weight of your arms pulling your shoulders away from your ears
- Allow gravity to settle you into your personal space and onto the ground

#### 3. Balance your personal space

- Ask yourself: Is the back of my personal space balanced and even with the front of my personal space?
- Ask yourself: Is the left balanced and equal with the right?
- Ask yourself: Is my sense of the space above me balanced and even with my sense of the space below me?
- Expand your personal space and balance the different aspects

#### 4. Evoke a quality

- o Your quality represents something you want to cultivate in yourself
- Quality is a practice of inquiry call on more courage/resilience/assertiveness etc.
- Ask yourself: if there were a little more ----- (confidence/courage, gratitude, joy) in my body, what would that be like?

## KEEPING COOL UNDER PRESSURE

**CATCH**catch yourself doing that thing you do...

## **CALL**



call it out loud or to yourself (give it a name)..

## **CHOOSE**



make a different choice



Psychological safety describes people's perceptions of the consequences of taking interpersonal risks in a particular context such as a workplace. Psychological Safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.



#### Sources:

Google - https://rework.withgoogle.com Image - https://pngtree.com

Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct (Amy C. Edmondson and Zhike Lei) 2014

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"For people to feel comfortable speaking up with ideas or questions—an essential aspect of organisational learning—without fear of ridicule or punishment, managers must work to create a climate of psychological safety." ~ Amy C. Edmondson and Zhike Lei 2014

#### Google's Project Aristotle

Code-named Project Aristotle,
Google researchers set out to
answer the question: "What
makes a team effective at
Google?". They found that what
really mattered was less about
who is on the team, and more
about how the team worked
together. In order of importance:



#### **Consistent Relationships Across Studies**

#### Amy C. Edmondson and Zhike Lei 2014

Evidence supports the idea that Psychological Safety matters greatly for workplace effectiveness. Psychological Safety has a consistent role in three key areas.



#### How Does It Feel?

#### LIKE THIS:

- ✓ People are encouraged to share ideas or try new things
- ✓ Team members offer constructive feedback on ideas
- ✓ Energising or motivating
- ✓ Benefit of the doubt is default

#### **NOT LIKE THIS:**

- People feel the need to make things perfect before sharing
- Team members criticise people and capability instead of ideas or actions
- Exhausting or draining
- Assumptions prevent conversation

#### Psychological safety vs. accountability

Holding people accountable is essential for getting the best from people, but without psychological safety it can create an environment characterised by stress and anxiety. Where our psychological safety and performance balance, we achieve 'the learning zone'.



### Fostering psychological safety

- Have I spoken of failures in the right way, given the nature of the work?
- Do I point out that small failures are the currency of subsequent improvement?
- Have I articulated clearly why our work matters.
- Have I made sure that people know that I don't think I have all the answers?
- How often do I ask questions of others, rather than just expressing my perspective?
- Have I created structures to systematically elicit ideas and concerns?
- Do I acknowledge or thank the speaker for bringing an idea or question to me?
- When someone comes to me with bad news, how do I make sure it's a positive experience?
- Have I clarified the boundaries? Do people know what constitute blameworthy acts in our organisation?"

Taken from 'The Fearless Organization', by Amy Edmondson

## Creating environments that encourage Team Learning

### **Trust IS the Integral Element**

### To be Trusting is to:

- assume positive intent
- suspend judgment
- seek to understand

### **Being Trustworthy** is to:

- be competent in the job
- be reliable
- be honest

# PSYCHOLOGICAL SAFTEY IS IMPORTANT WHEN YOU HAVE UNCERTAINTY & INTERDEPENDANCE

**Interesting Ted Talk from Amy Edmondson** based on research that involved teams and the number of mistakes they made. She posits three ways to create the right environment.

- 1. Frame the work as a learning experience
- 2. Acknowledge your own fallibility
- 3. Model curiosity

## THAT HELP US SPEAK & THINK WELL TOGETHER

**Q** "I'd love to know what you think?"

**Q** "This is where I'm coming from .....I would like to understand where you are coming from?"

**Q** "What's been happening for you?"

**Q** "How are you feeling about what's been happening?"

**Q** "What is getting in the way and what can I do to help?"

## CORE PRACTICES FOR FACILITATING GREAT CONVERSATIONS

- Apply deep listening/intentional and empathetic listening skills;
- Practice for listening for understanding rather than evaluating;
- Ask questions for solutions thinking/stay curious
- Seek clarity/connect others' views
- Test assumptions/biases/judgements

