Communicating to Build Trust and Teamwork



Leader Guide

This guide is a resource for small group leaders.
It accompanies Group Session 6 of the eLearning Series,

CultureEX™ Guided Transformation Process



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Pre-Group Session Prep

Time: _____ minutes

This leader guide is *just* a GUIDE. You need not read it verbatim. Consider the intention for each section (written at the top of each section in this color) The times listed are simply *suggested* times and can be modified by the group leader.

ACTIONS

□ COMPLETE watching <i>your own</i> individual training module and filling out <i>your own</i> workbook answers.
□ NAVIGATE entire group session at least once. Ensure the technology works.
\square STOP when you reach a slide with a green continue button. These correlate with a section in the leader guide.
☐ ANSWER all questions yourself to use as an example. Also, write in your goal and final word for each section.
☐ PREPARE using the <i>notes</i> section for your answers, examples or clarifications so you can model/start the conversation
☐ FOLLOW instructions in each section in order given.
□ OPEN document " <u>Alternative ways to communicate about purpose and values.</u> " to create what you will do regarding <i>PURPOSE and VALUES</i> during the session.
☐ SEND a confirmation email a week prior to the group session if you wish. (see below)

- ♦ TIPS for you to remember as group facilitator:
- 1. Demonstrate full commitment. Your intention and modeling matter!
- 2. Start and end on time no matter who is or is not there. Ask for timeliness from your team.
- 3. Maintain pacing as best you can for time you've allotted for each section. You can skip answers and bullet points if needed to stay on track.
- 4. **Total Time** = Time *suggested* for each section.
- 5. Pre-Vid = Time video precedes before starting the facilitation of each section.
- 6. **Cumulative time** = Time elapsed in total for the session, at the end of each section.

EMAIL SAMPLE (Optional)

Hi everyone!

I'm looking forward to seeing you on (Day, Date, Time) for our group LifeWork Systems review session. Please be on time and ready because we have a lot of ground to cover and we will start and end on time. Don't forget to:

- Bring your completed workbook as we will be reading our answers from them.
- Make sure you have completed your post-training survey so I can see your input in advance of this session.
- Let me know if you need anything from me beforehand.

I look forward to seeing you soon!

(Your name)

Section 1: We Always Begin With...Purpose

Time: 5

minutes

For the leader: The intention of this section is to help the group learn a. purpose is #1 and b. INVITE them to commit to it. c. values are behaviors that serve *to make sure purpose happens*. d. focus on one trust value and e. Review helpful tips.

We Always Begin With...

PURPOSE

A bird, removable maring and inclusion of a piloto, cause

UFFW@RK

Collise

Total Time is 5m (0m pre- vid) Cumulative Time: 5m

■ POST	or visually have open your organization's blueprint on a browser tab.	LIFEWORK	Continu
	Goal: "My goal for this section is "to set the stage for this session by beginning with our purpose and values.")		
READ	bullet points below (Pull up your organization's blueprint)		
• Yo	ur <i>purpose</i> is always THE highest priority; it shifts us from being reactive to proactive ou are in charge of YOUR thoughts, feelings, and actions <u>no matter what</u> . **urpose* is what we <u>cause</u> for ourselves and for others; purpose connects us to our internal motive.	ation, our <u>WHY</u> .	
	O your organization's PURPOSE on the blueprint. Next, share your unique way to highlight it. (u communicate purpose and values") This could be a quote, story, video clip, meme, poem, quest		
	these <u>rhetorical</u> questions about PURPOSE (tell them no out-loud answer is required):		
1.	Will YOU intentionally focus on our purpose and commit to representing it?		
2.	Will YOU remain committed even if OTHERS drop their commitment to our purpose?		
	About CORE VALUES (direct them to the core values in our blueprint) Say: "Our core values are ge in to achieve our purpose." These are NOT the 8 values that build trust.	e behaviors we	
	VER Next, share your unique way to highlight one or more CORE VALUE(S). ("Alternative ways e and values") This could be a quote, story, video clip, meme, poem, question, etc.	to communicate	
	IEW the trust value #7 under 8 values that build trust and Say: "Seeks Excellence is intentionally st for self and others". Ask EVERYONE, "When is it difficult to exercise seeks excellence?"	determining to co	ause
□ REA	D the following 5 helpful tips with your group when you as you end this section:		
1.	Speak in first person (use "I"). It will feel and be more responsible. I'll say "first person" if you f	orget.	
2.	"Stay in your yard," share only your experiences, opinions, and feelings.		
3.	Take <u>initiative</u> in <u>participating</u> . This supports your leader. Don't wait to be called on.		
4.	Keep your answers somewhat brief. I may say "ELMO" which is "Enough, let's move on."		
5.	Write down all aha's you think of <u>along the way</u> .		
	AL WORD "The main point of this section is to remind you that		″

NOTES

(e.g., *intention* is the most important thing to do in every moment.")

Section 2: Eight Values That Build Trust

ne: 15

8 Values That Build Trust

minutes

For group leader: To help people understand what it means that trustworthiness is foundational. To help them pause and realize that if any relationships have unresolved issues, these should be addressed.

Total Time: 15m (1.5m pre- vid + 13.5m discussion) Cumulative Time: 20m

ACTIONS (AFTER you have started your module)

\square SHOW up	to thi	s slide	with a	green	continue	button -	>
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□ **READ** section **GOAL**: "My goal for this section is to _______"

(e.g., help you realize how important it is to address unresolved relationship issues, especially right away when they are small and few.")

☐ **READ the bullet points below** (optional but recommended when time allows)

- You may be trustworthy but not know how to build trust with others.
- All breakdowns in relationships can be tracked to one or more of the 8 behaviors being violated or neglected.
- In time, you will begin to notice when these values are being well-fulfilled and when they are weak.
- You will develop a deeper remembering and understanding of what they are and how they play out.
- ☐ ASK the following questions. Explain to them "These are NOT in your workbook." (12m)
 - A. The 8 Values that Build Trust: Have several people give examples of what's occurring for each value when it's PRESENT and when it's ABSENT. Share these examples: A. When honesty is PRESENT, people can leave their offices without fear their belongings will be stolen. B. When honesty is ABSENT, things may go missing from people's desks.
 - 1. Honesty is an absence of lying, stealing, cheating. Note: Many confuse Honesty with Disclosure and Straightforwardness
 - 2. **Disclosure** is being open, sharing opinions, ideas, and feelings.
 - 3. **Straightforwardness** is asking for what you want and stating expectations.
 - 4. **Receptivity** is listening to people with an open mind and heart.
 - 5. **Seeks excellence** is always doing your best.
 - 6. **Keeps commitments** is following through on what you say you'll do and by when.
 - 7. **Recognition** is acknowledging with appreciation another person's <u>gifts</u>, <u>talents</u>, and <u>differences</u>. **Note**: Recognition is not always scored as high as the other 7 values. That's because people think recognition is bragging or attention seeking. Have 3 people give recognition to others in this group: 1 gives it for <u>gifts</u>, 1 for <u>talents</u> and 1 for <u>differences</u>
 - 8. **Respect** is treating people as worthy and not objects. Read the **story below**. Have people answer the questions in it. **Respect Story:** A man was on a plane where seating was first come, first serve. He sat in the seat on the aisle and put his TV tray down and piled his coat and computer on the seat next to him. As the plane was nearing take-off, he realized he might have saved the small row all for himself. At the very last minute, a heavyset man boards the plane. He looks like he's coming for the prized seat. The first man is annoyed and thinking, "He's going to crowd me. He looks like a talker too."
 - a. Is this newly boarding man a person or an object to him? How do you know? (Pause to get an answer). Note: Respect would be the man seeing the heavyset guy as someone's son, husband, dad, brother, etc. who just wants to get home too.
 - b. How about instead, the man sees a gorgeous woman board the plane and he quickly clears off the seat next to him and lifts his tray up, smiling widely at her. Is this woman a person or an object to him? How do you know? (Pause to get an answer) Note: An object for his pleasure. Others are unique, worthy individuals not for what they can or cannot do for us.

FINAL WORD "The main point of this section is	
(e.g., to recognize that maintaining trustworthiness with ALL is a CHOICE and it's new to most people. You are THE one who	
determines if you are going to check in to disclose or ask if a relationship is less than a 10 and fix it asap if it is."")	

Section 3: Social Interest

the consequences we <u>cause</u> others.")

Time: 10 minutes

For the group leader: To get people to realize they always have <u>choice</u> and to understand there are many parts to be addressed to empower them to step into the choices that are possible.

Total Time: 10m (13s pre- vid + 10m discussion) Cumulative Time: 30m

Social Interest

ACTIONS

- ☐ **READ the bullet points below** (optional but recommended when time allows)
 - Social interest is consciously focusing on the consequences we cause others.
 - Without social interest, people chase after less fulfilling ways to live and work.
 - Social interest is not only good for others, but also for yourself.
 - Without social interest, we fail to be connected for mutual success and contributing.
- ☐ ASK 1-2 people to read their answers to the three questions (shown below) from workbook page 2: (4m total)
 - 1. Is it important to develop *social interest*? Why?
 - 2. Who do you know with high social interest? How do they make you and others feel?
 - 3. What might happen if social interest is low in a person or team?
- ☐ ASK them to turn to workbook page 9: (5m total) Ask one person:
 - 1. To share (without naming names or telling a story) what number they gave the relationship.
 - 2. How many and what behaviors they marked themselves as neglecting and violating.
 - 3. How many and what behaviors they marked the other person as neglecting and violating.
 - 4. What behavior they wanted to work on in themselves and regarding the other person.
 - 5. Did they choose a tool to apply for resolution?
 - 6. If so, how did it go? If not, will they?

\square ASK the group: How is this exercise related to <i>social interest</i> ? Read possible answer after they attempt. (Possible Answer:	
When we commit to creating a "10" with another person, we are causing greater closeness and trust on purpose.)	
☐ FINAL WORD "The main point of this section is	"
(e.g., to realize it's a big deal and a sign of emotional intelligence and maturity to consider how we affect others and to	
purposely intend to cause them and the relationship positive consequences.")	

Section 4: Communication Realities

Time:

10

minutes

For the group leader: To get people to realize how much we communicate, even when we don't realize it. This is verbally (word choices), tone of voice, body language, etc.

Total Time: 10m (2.5m pre- vid + 7.5m discussion) Cumulative Time: 40m

ACTIONS

\square <code>SHOW</code> all slides for this s	section up to this slide 🔿
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☐ **READ the bullet points below** (optional but recommended when time allows)

- We cannot NOT communicate.
- Often, we're unaware of the intentions behind our communications.
- We may forget to make sure our communications are encouraging.
- It's important to align our communication with purpose and values

☐ ASK the following questions. Explain, "These are NOT in your workbook." (5m) Read Answers AFTER they try to answer.

- In this section, it's stated that 70 to 90% of what we say gets filtered or changed by the receiver. Have 2-3 people give
 an example of at least one reason this is so. * Note: <u>AFTER they offer answers</u>, read ALL 5 possible answers below.
 Mention whether someone's answer fit any of these 5:
 - 1. Our mind processes what we hear faster than we listen and our internal voice is competing with the person speaking.
 - 2. We have different psychological contracts and make assumptions.
 - 3. We do not want to see or own the intent of the other person because we are afraid of what they want from us.
 - 4. We use texting and emailing, leaving too much open to interpretation.
 - 5. We don't verify that we have heard correctly. (There may be other ideas not mentioned here.)
- 2. The first 3 guidelines when speaking include honest, caring, to create harmony. What is the 4th guideline? How do you know if you have or have not implemented it?

 Let them try then read (Possible Answer: Useful. You implement this if you notice the other person is receptive and/or if you've asked permission? You have not implemented if you push an agenda or share without receptivity to hear you.)

FINAL WORD "The main point of this section is ______ (e.g., to remember that 'everything you say' matters. This also helps you realize the importance of clear intentions when communicating, and that others are listening and reacting or responding to you.")

Section 5: Meeting Bids: Entrainment

Time: 20

Meeting Bids: Entrainment

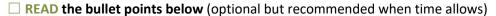
minutes

Leader: Effective communication intellectually and emotionally is a key for relationship success

Total Time: 20m (0m pre- vid + 15m discussion) Cumulative Time: 1 hour

ACTIONS

- ☐ SHOW all slides for this section up to this slide →



- Entrainment is also called meeting bids or mirrored reciprocation.
- Entrainment means to notice the quality and quantity of emotion someone is expressing and the relevance to him/her
- In entrainment you mirror another's emotions to engage with their heart as well as their head.
- Entrainment during any feelings is important but during joy is even more important than during challenges.
- Entrainment is vulnerable because it causes you to open your heart and express feelings.
- □ READ the steps of the exercise below. ◆ TIP: Tell the group no one is <u>condoning</u> anything said. They are simulating <u>emotional</u> entrainment, even when it feels foreign to <u>their</u> common way of responding. TELL THEM: "Make the other person's feeling more important than you being comfortable." (1m)
- Step 1: You will partner up with another person. One of you begins as the sender and the other one as the receiver.
- **Step 2**: Sender: Recall a time when you felt strong feelings. Send 4 different emotional communications to your partner. Do not hold back. Allow your emotions to be expressed. Make at least one of them **joyful**.
- Step 3: Receivers: map your body language, tone, speed, and volume of voice, and reaction level as closely as possible to that of the sender, while responding with related words. This is not mirroring. (Example: "I am really mad about this election!!!" in a loud angry voice. Receiver says in a loud angry voice, "You are so ANGRY!!!")
- Step 4: Next you will switch roles and repeat this process. Say, "Do you all understand these steps?"
- □ **DEMO** the exercise below with someone in the group or the LifeWork Systems consultant. (**5m)**. ◆ **TIP**: Both prepare 4 examples in advance so you can demonstrate ease of doing this. Make sure everyone understands what to do. Pair them up.
- □ PAIR them up to do Entrainment Exercise Say, "You will have 5 minutes.". (5m)
- □ **DISCUSS** this exercise afterwards <u>briefly</u> as a group. (e.g., "How was that as the receiver and the sender?") (3m)
- ASK the following questions. Explain "These are NOT in the workbook." (4m) Share answers after they try.
 - In the 4 stages to team, <u>empty</u> is when we don't have an agenda to fix or change someone. We offer disclosure, give recognition, show respect, and have receptivity. What does entrainment have to do with <u>empty</u>? (<u>Possible Answer: Empty makes seeing, hearing, appreciating, and validating the other person the most important thing and so does entrainment</u>).
 - 2. <u>Social interest</u> is when we intentionally consider what we "cause" others. What does entrainment have to do with social interest? (Possible Answer: Social interest is intentionally causing people to feel seen, heard, validated).
 - **3.** Why might we resist entraining with others or being entrained by them? (Possible Answer: We may be afraid of our own feelings and being vulnerable. We may fear the other person's feelings could intensify)
 - 4. Give an example of a relationship you have that could be improved with entrainment. (Have one ready to share.)

Ш	FINAL WORD "The main point of this section is
	(e.g., to help you realize that entrainment is a gift we give others by stepping into their shoes and their experience, including
	their emotions. It brings about a deeper connection and makes people feel lovable.")

Section 6: The Role of Empathy

Time: 15

Four Qualities of Empathy

Instead What We All Crave...

Empathy

minutes

For group leader: To help them see the importance of empathy for healthy, psychologically safe relationships.

Total Time: 15m (2m pre- vid + 13m discussion) Cumulative Time: 1 hour, 15m **ACTIONS** ☐ SHOW all slides for this section up to this slide → READ section GOAL: "My goal for this section is to _ (e.g., help you understand the power of empathy in fast-tracking positive change in yourself and others.") ☐ **READ the bullet points below** (optional but recommended when time allows) Often people underestimate the role of *empathy*; being with another in their feelings. We were taught to fear and avoid acknowledging differing perspectives. When people lack empathy, they experience challenges and barriers in their relationships. □ DISCUSS the empathy exercise - their written answers to the 5 steps on workbook page 8. (3m). Get feedback about the exercise. Ask them, "How did you feel when you saw question 2?" ♦ TIP: Make sure you have answers to all 5 steps to share. ☐ ENGAGE them in hearing differences between an empathic response and a non-empathic response with steps below: (5m) Step 1: Say the statement below several or each time, with exaggerated feeling: "I hated going to the doctor's office and getting a shot today. It really hurt! I was so worried I couldn't even eat breakfast." Step 2: Pick one person at a time and assign each to demonstrate one non-empathic response listed below: 1. Denial of Feelings 4. Pity 6. Psychoanalysis 2. Defending Others 7. Questions 5. Advice 3. Philosophizing **Step 3:** Have the last person demonstrate an **empathic** response at the end. ASK a few people each of the following questions. Explain, "These are NOT in your workbook" (Read possible answers after they try to answer the questions). (2m) 1. Why is getting personal and connecting in feeling such a good thing? (Possible Answer: because we ALL need to be known/understood intellectually and emotionally). 2. How might you practice/increase empathy when someone is sharing feelings? (Possible Answer: pay close attention to your own judgments and also to what another person is saying and feeling. Then consider what will make them feel you are with them in them. Then say something that shows them you can relate to what they are experiencing). ☐ ASK 1-2 people to briefly share a recent example of someone connecting rather than solving. How did it feel? (3m) ☐ **FINAL WORD** "The main point of this section is _ (e.g., to help you realize that where there is no empathy, there will be no purpose-based functioning. Choosing empathy is choosing healing for yourself, others, and society in general.") **NOTES**

Section 7: Thermometer Exercise/Tool

20

Thermometer Exercise/Tool

minutes

For group leader: This exercise helps people recognize the role they play in every outcome they cause. Most people want the pressure or responsibility to be on others. However, being powerfully influential requires 100% commitment to your own influence in every exchange.

Total Time: 20m (1.5m pre- vid + 13.5m discussion) Cumulative Time: 1 hour, 35m

ACTIONS

- ☐ SHOW all slides for this section up to this slide → READ section **GOAL**: "My goal for this section is to (e.g., help you understand with this tool that the responsibility each of you has for your effects on others, is based on communication YOU deliver and results YOU influence.")
- ☐ READ the bullet points below (optional but recommended when time allows)
 - We often think our messages are effective and blame others when we don't get the results we want.
 - The best indicator of your influence is right in front of you. It's always there in your results.
 - Taking 100% responsibility for results is key to becoming influential.
 - Most people would rather blame or quit after only one or two tries.
 - This tool helps you connect your words, tone, and body language to your results.
 - This is a **TOOL** to use in coaching or mentoring or whenever someone struggles in gaining cooperation.

Thermometer Exercise

Facilitator: Layout a thermometer using paper or tape (or on zoom using your cursor on the thermometer on the screen). One end represents "Cooperating" the end you wish to influence movement to the desired outcomes. The center communicates "Neutral." The end furthest away represents "Discouraged" and, someone less inclined to cooperate.

- ◆ TIPS: Make sure the person speaking to gain cooperation pauses and the one being encouraged to do so does NOT speak. Get feedback on ALL communications – EACH forward, backward or neutral (non)movement. Stop the process quickly and decisively each time, interrupting if he or she runs on. Your role is to quickly help Person A make the connection between a communication and the result. Pay attention to the time. This exercise should move quickly.
- READ these steps in the thermometer exercise and then do the exercise. (15m for all below)
- Step 1: "Can I get a volunteer to be person A, someone who wants cooperation with person B about something? Briefly describe."
- Step 2: "Person A, pick a person from the group to represent person B."
- Step 3: Explain the thermometer and placement of each person. "The end with "cooperation is where person A stands. Center with "neutral" is where person B starts. The back represents "discouraged or less inclined to cooperate."
- **Step 4:** "Everyone, including Person A (but not B), turn to workbook page 4 to see 27 ideas to consider for influencing others."
- Step 5: "Person A will talk to person B (using ideas from workbook page 4) with the intent of gaining cooperation from person B. Person B can ONLY respond non-verbally by MOVING (or SAYING) forward, backward, or staying in the same place."

see and think. I may share too. Together, we support person A in getting a desired result and seeing how it was accor	,
□ START the exercise. Debrief (if there is time). (2m)	
FINAL WORD "The main point of this section is (e.g., to help you realize that when YOU take 100% responsibility for your results, you become masterful in your payour yard. You move from one who blames others to someone who is influential.")	 ırt, in

Section 8: Flexing Your Listening

Time: 15

Exercise: Flexing Your Listening

minutes

For group leader: This exercise is to help people realize ways they listen well and ways they don't, so they can learn to flex their listening. The chart on workbooks page 7 is not easy to figure out but you have an example shown right as you begin to do this page. Make sure you do this yourself to use as an example.

Total Time: 15m (3m pre- vid + 12m discussion) Cumulative Time: 1 hour, 50m

ACTIONS

Ш	SHOW	all	slides	tor	this	section	up	to	this	slide	\rightarrow	۱
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READ section GOAL: "My goal for this section is to ________(e.g., help you see where you are strongest and weakest in listening so you can flex into different listening styles as needed.")

☐ **READ the bullet points below** (optional but recommended when time allows)

- Most of us listen with bias through the filter of our own highest values (e.g., our Ntrinsx colors)
- We can love people but not know how to make them feel loved, lovable, or heard, because of inflexible listening.
- Understanding your predominant and weakest listening styles can help you gain awareness and then manage changes.
- You may be challenged when your weakest listening style is needed.

☐ ASK the following 2 questions. Explain, "These are NOT in the workbook." (3m) Read possible answers after they've tried.

- **1. What do you gain by listening** *flexibly***?** (5 listening styles are on screen) (*Possible* **Answer**: The person speaking feels heard in a way that best satisfies them)
- 2. When you consider which of the 4 reasons YOU communicate (persuade, inform, self-express or please, inspire or comfort) what are the benefits of clarifying these for yourself? For others? (Possible Answers: You set expectations, objectives and clarity on agenda and timing. You don't have people assuming. You know how to prepare. Note: There could be other reasons given)

\square ASK the following of a few people: Share an example of a relationship in which you want another person to use a differe	nt
listening style. Name the desired listening style. (See 5 styles on the screen). Using your facilitator as a stand-in, practice	
asking for the listening in the desired way (in an accountable request – What I want is Are you willing?) (4m)	

□ INSTRUCT everyone to turn to workbook page 7. (If TIME) Have <u>EVERY PERSON</u> share something they learned about the flexibility of their listening, related to at least one of the 4 reasons someone is talking. Ask each, "what did you learn that will help you based on what you discovered doing this exercise? (5m)

FINAL WORD "The main point of this section is"
(e.g., to help you realize you are listening from a very narrow set of values and habits. To determine and communicate
why you are speaking is also helpful. By flexing into your less common listening styles, you will increase your ability to influence
gain cooperation and support from, and collaborate with others.")

Section 9: It Just Got Real

Time: 10

minutes

For group leader: This section is about helping participants realize that this form whether in the back of each workbook or in the end of a group session, is about **grounding** what's been REALIZED by sharing it out loud. It's also about NEXT STEPS.

Total Time: 10m (0m pre-vid) Cumulative Time: 2 hours

ACTIONS

- \square SHOW up to this slide \rightarrow
- ☐ READ about bullet points (sharing bullet points below is optional but recommended when time allows)
 - People don't sustain real or lasting change without discussing what is newly learned
 - Committing to sharing at least some of your ah-ha's and next steps is crucial to long-term retaining of what you learn.
- ☐ ASK the following questions. Have <u>EVERYONE</u> briefly share both at the same time *:
- 1. One new idea or ah-ha gained from this session that was not fully known or understood before it started.
- One next step to apply something learned. (This need not be related to their aha's)
- ☐ **FINAL WORD** (*Thank them sincerely in your own words!*)

NOTES

*If you run out of time by this section, assign the 2 questions to them to do sometime throughout the day and **email their answers to you**. This helps them retain what they learn.