

Please Sit with Your Area Group

Arrange chairs so you can all see one another



GROWTH DYNAMICS, INC.

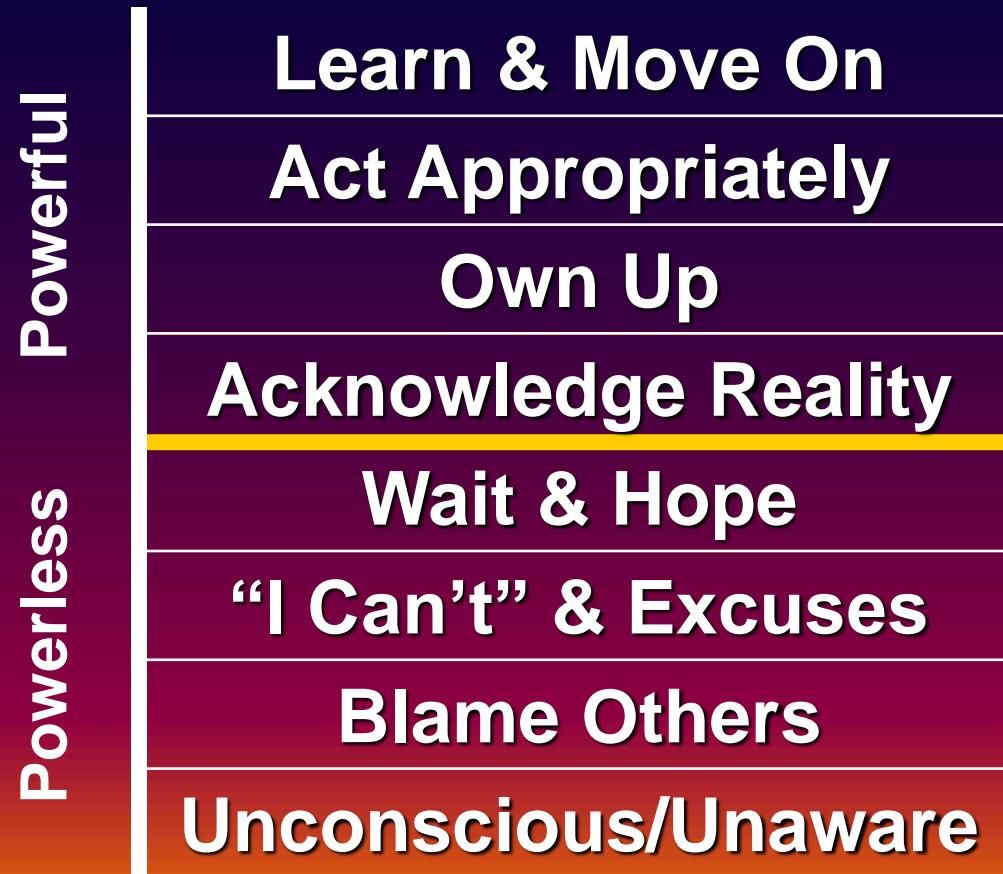
Power Bar Ingredients

1. Power & Powerlessness
2. Complete Communication
3. Managing Your Boss
4. Life Balance

1. Power Grid

	Control	Influence	No Control
Act	Mastery	Persuade	Pointless Striving
Not Act	Abdicate Quit	Complain	Let Go

Accountability Ladder



Consequences!

Powerless Victim		Accountable/Powerful	
<u>Short term +</u>	<u>Long term -</u>	<u>Long term +</u>	<u>Short term -</u>
No accountability	Depression	Learning +	More work
No change needed	Respect -	Respect +	Conflict?
Pity from self and others	Self-Esteem -	Self Esteem +	Lose face?
Let self off the hook	Powerless	Powerful	Revolt?
Blame others	Life never changes	Expectations are met	Repercussions

ARS Reality

- **Science is everything**
- **Admin. is necessary evil**
- **Caste System**
- **Old-Boy Network**
- **10% Overhead**
- **Less resources to do more work**
- **What has to give????**

Where Are You on the Ladder?

- In what kinds of situations do you feel powerless?
- Situation: Control, Influence, No Control?
- What is the Reality?
- How are you colluding with the results you are getting?
- How can you take responsibility to get what you want?

Share with Partner

- Dilemma
- Current Reality
- Own Up
- Action Plan
 - Keep it simple
 - Benefit to you & team
 - First steps

Power & Temperament

	Bear	Dolphin	Beaver	Horse
Power Source	Vision, goals, right action, best for most	Vision, compassion, inspiration, influence	Details, facts, traditions, being accurate	Action in the moment, cleverness, practicality
Power Drain	Alone, constant people problems, blind-sided	Conflict, strife, unpleasantness, too much planning and details	Moving too fast, constant change with no support, conflict	Too much theorizing and planning, inactivity, not knowing
Out of control	Leaves a trail of dead bodies, oblivious of people & details, controlling	Wimps out, do it all, manipulate, oblivious of details, no goal-- all people	Passive-aggressive, sabotaging, <u>RULES</u> , perfection	Shooting in the dark, cutting out, abandon ship, disdain for planning and inaction
Back on Deck	Connect with own feelings, welcome resistance, people	State wants and boundaries, plan, focus, work through conflict	State wants, slow things down, step-wise plan, clarify standards	Stay engaged, offer not-knowing, create pilots

Reflect With a Partner

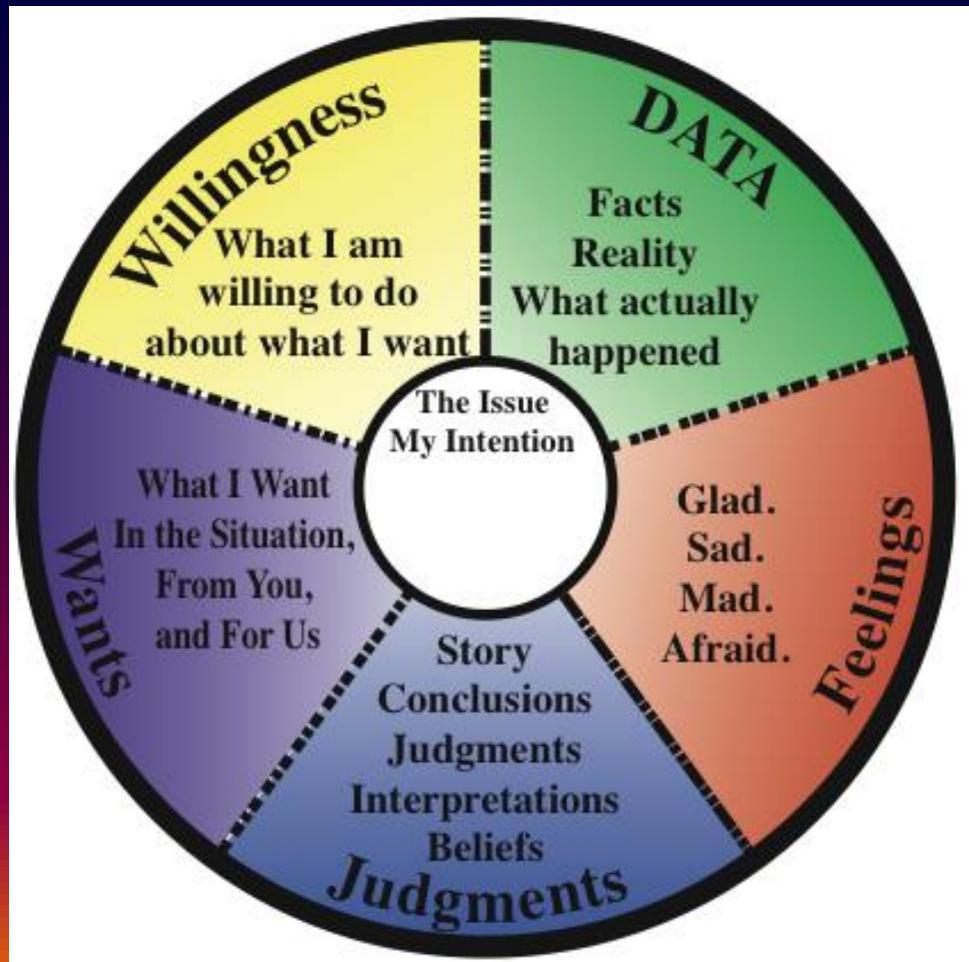
- **What makes sense to me?**
- **What are my out-of-control behaviors?**
- **What specifically do I need to do to get back into my power when I am out-of-control?**
- **What kind of support from my fellow LAOs would be most helpful to me?**

Area Group Sharing

- What are one or two things we could do as an Area to better support each other?
- What agreements do we need to make so we can vent and then problem-solve?

2. Complete Communication

The Meaning of
Your
Communication
is the Outcome
You Get!



Non-Defensive Communication

- Refer specifically and only to the other person's behavior, not their intentions (which you don't know, anyway!)
- You are letting them know the impact of their behavior on you—something that might be of interest and value to them
- You are not telling them what to do or what kind of person they are

DATA

- Just the Facts!
- What would a TV camera record of the situation?
- Point = start with a platform of agreement about the facts of the situation
- If you can't get agreement on the facts, ask if you can simply proceed on the basis of your perception of the facts

Feelings

- **Feelings get attention, since they indicate levels of intensity**
- **Stating your feeling reveals the source of your motivation**
- **Knowing your feelings helps you to determine what you truly want to have happen**

Emotions

- **Glad**: happy, excited, pleased, delighted, joyful, peaceful, powerful
- **Sad**: unhappy, depressed, grieving, down, lost
- **Mad**: angry, miffed, enraged, irritated, nettled, ticked off
- **Afraid**: scared, fearful, anxious, nervous, worried

Judgments

- The facts of any situation get quickly lost in what we make of them
- Interpretations & conclusions
- We make up a story about what happened and then believe the story
- Important to let the other person know how you are interpreting what he/she did

Wants

- Declaring what you want, rather than what you don't want, is an act of power
- You may want many things; keep it simple
- Even though you are stating what you want, you are not making a demand
- Especially if you want something from the other person, make sure you let that person know what you want for the two of you—to improve your relationship

Willingness

- In order to prove that you are not simply making a demand, state what you are willing to do to get what you want
- Make this an act of partnership
- At minimum you can be willing to listen to the other person and/or make time for working out an agreement

Using the “Wheel”

- Plan your communication so you actually say what you want and get the message across
- Deal with a difficult situation in a good way
- Praise someone clearly and specifically
- Get the other person’s attention
- Say it in a non-defensive way
- Report the impact of the other’s behavior on you

Practice Communicating

- Think of a communication you have been meaning to do but haven't done
- Use the Wheel to plan what you're going to say
- Practice with your partner
- Partner check for form to make sure the communication was clean and clear

Debrief with Partner

- What was it like to use this method?
- How might you tighten your communication to make it clearer and sharper?
- What other uses can you see for this form of communication?
- How might you find a way to practice so you can do it naturally?

Area Share on Communication

- What is the benefit for us to communicate more regularly with each other?**
- What are some of the issues that we can address together?**

3. Managing Your Boss(es)

- How can you be in your power when dealing with your boss?**
- What tends to make you feel powerless?**
- How can you get out of feeling powerless or being a victim?**

WIIFM

- 1. Choose a specific thing that you want from your boss**
- 2. What are the benefits for him/her doing what you ask?**
- 3. How will her/his life be made better?**
- 4. What pitfalls will s/he avoid?**
- 5. What is in her/his self-interest?**

Partners

- Work out a plan for managing your boss
- What's in it for your boss to pay attention to admin. issues?
- How will your boss's life be made easier for paying attention to admin. issues?

The Art of Persuasion

- WIIFM
- State the benefits to the other up front
- Plan, don't wing it!
- Know what you want
- What emotion do you need to call on in order to get action?

Persuasion + Emotion

- Emotion...motion... move...motivate
- Root of all action is in emotion, not logic
- Like, want, not like, not want
- Logic only explains what we want

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Partner Observation/Feedback

- How moved were you to act?
- How could your partner make a stronger case?
- In what other areas can you use WIIFM?

Area Share on Persuading

- How can you help each other be more persuasive?
- What tools and resources do you have at hand?
- Agreements to be more pro-active!

Balance and Self Care



OR



Which Do You Prefer?

Life Imbalance

- I have to do it all
- Asking for help is a sign of weakness
- I can't (won't) say "no"
- No pain, no gain!
- I never come first
- If you want it done right, do it yourself

Life Balance

- Setting Boundaries
- Getting Perspective
- Putting Yourself 1st
- Asking for Help
- Delegating often
- Exercising
- Recreation
- Pausing & Reflecting



LAO Peer Support

- Middles are always torn between “Tops” and “Bottoms”
- Dysfunctional resolution for being torn is either to ally UP or DOWN
- The job is lonely: can’t talk with anyone
- Only appropriate resolution is to ally with your peers: They get it!