

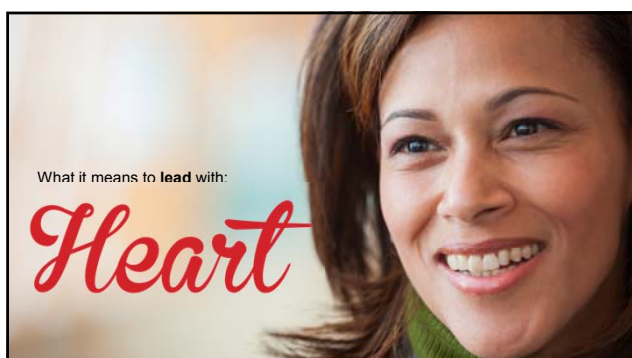
Heart & **BACKBONE**



What's
Important
to You?

Leadership is
action,
not position.



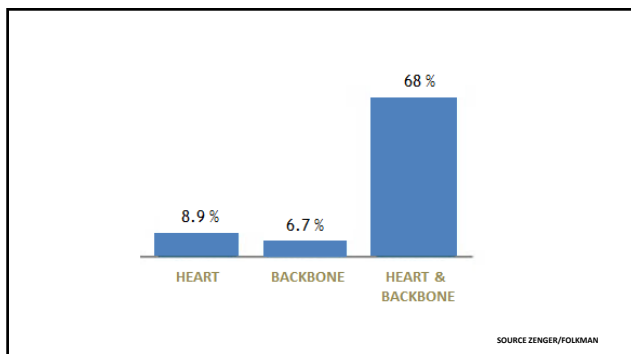




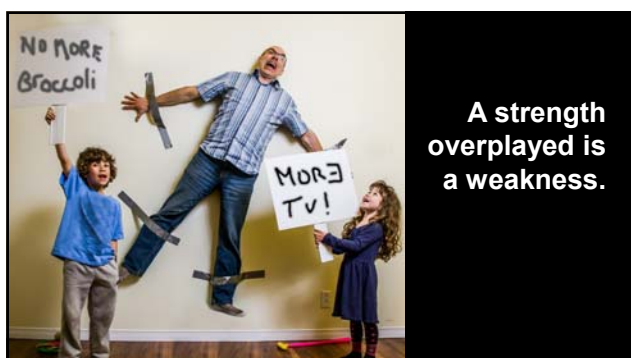












**A strength
overplayed is
a weakness.**

Leading with *Heart*

1. **TRIBAL** by nature
2. **EMPATHY** fuels connection
3. **LISTENING** fosters trust

1. TRIBAL
by nature





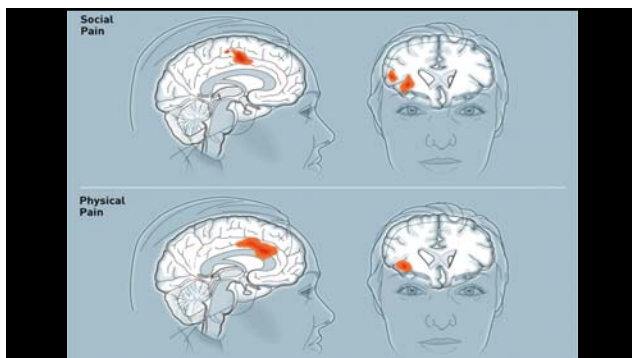


**Social
Brain**

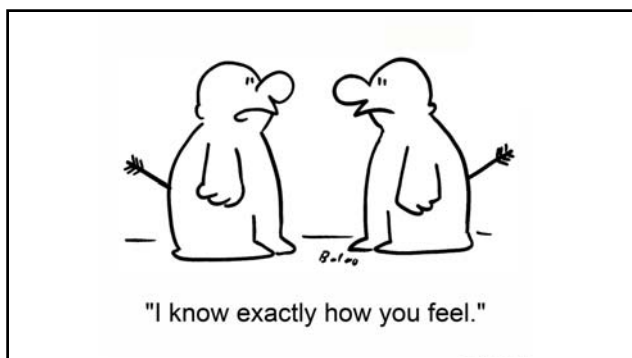


**Negativity
Bias**









Put yourself in
THEIR
shoes







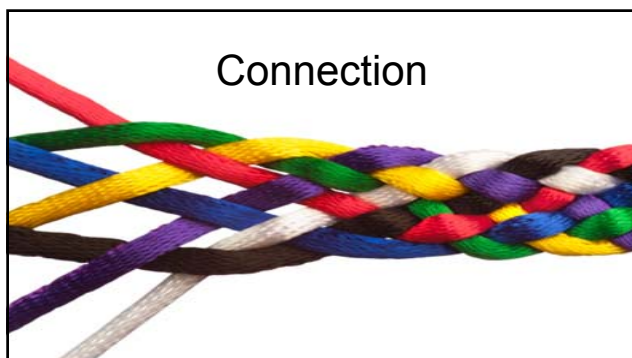












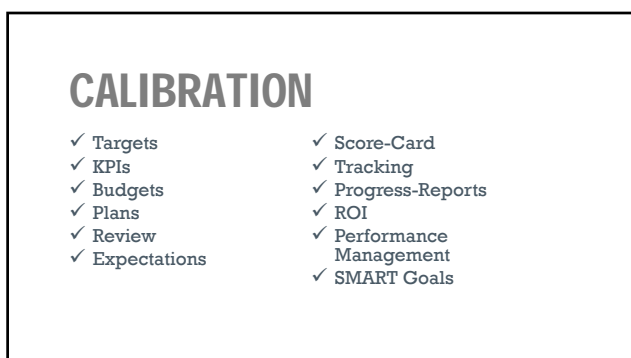
BACKBONE

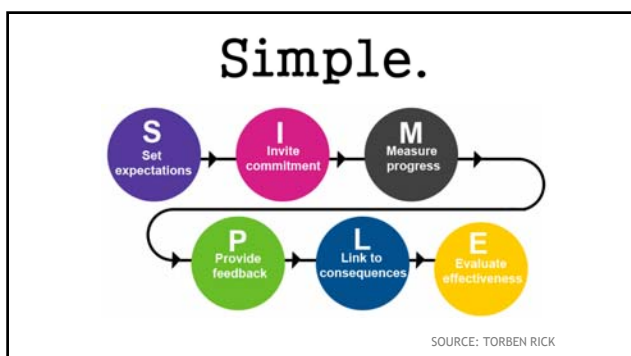


Leading with **BACKBONE**

1. **CALIBRATION** drives results
2. **COURAGE** is essential
3. **CANDOR** fosters growth

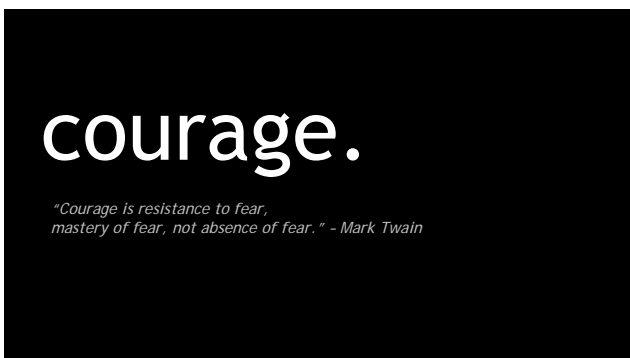


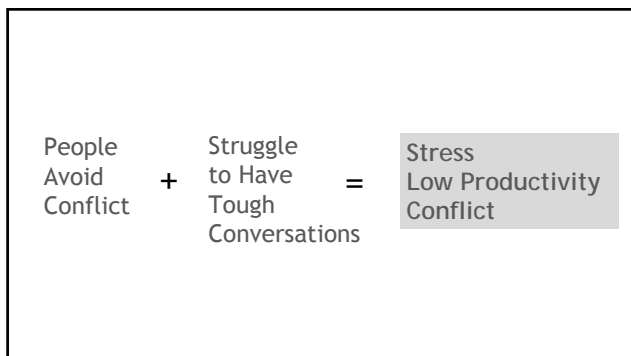















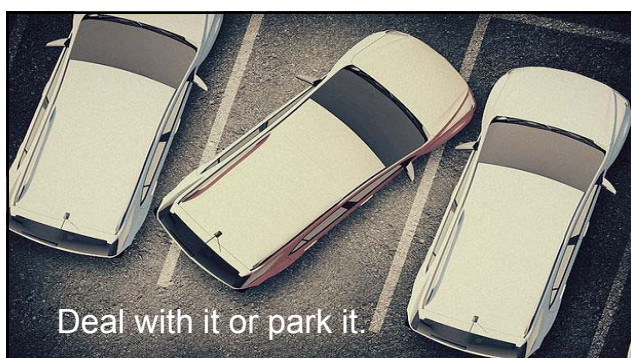
Cost of Avoidance

Cognitive:

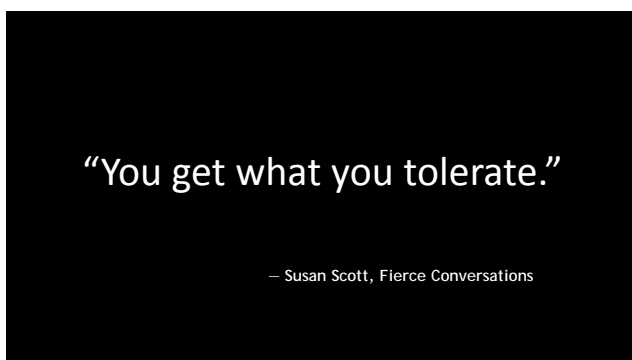
- Increased **STRESS**
- Difficulty concentrating
- Depression and anxiety
- Reduced ability to think clearly

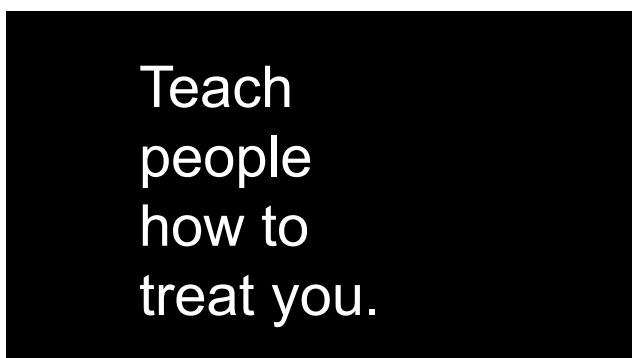
Other:

- Low team and personal spirit
- Increased conflict
- Lower productivity
- Lower trust
- Lost time









Difficult Conversations



**deal
with it**



request or requirement

request

1. observation
2. feeling
3. need
4. request

Based on work by Marshall B. Rosenberg, Ph.D.

"Jane, this morning you were late picking me up for the meeting (**OBSERVATION**). When I'm late for a meeting I feel anxious (**FEELING**)."

(conversation unfolds about situation)

"Would you be willing to leave 10 minutes earlier so that we could arrive on time (**NEED/REQUEST**)?"

requirement

1. observation
2. impact
3. requirement
4. explore

"Jane, I've noticed that you've been late three times this week (**OBSERVATION**); the impact of this is that we are unable to serve members on time (**IMPACT**). The requirement for this position is that you be here on time unless there is an unavoidable circumstance (**REQUIREMENT**)."

(EXPLORE) how this requirement will be met, their commitment, and implications if expectations are not met.

“Our work, our relationships,
and our lives succeed or fail one
conversation at a time.”

— Susan Scott, Fierce Conversations

Heart

BACKBONE

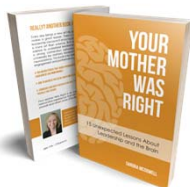
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What do you want to remember 6 months from now?



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Leadership. It **starts** with you.
