



Welcome to **Productive change and** **conversations**





Engagement	Happiness	Resilience
Values and Meaning	Give	Contribute to others
Development	Keep learning	Use and develop your strengths. Keep learning
Sense of Community	Connect with others	Connect, stay tuned in, use your sense of humour
Performance Culture	Stretch yourself	Take advantage of your strengths
Leaders Positivity	Take notice Be active	Be active Take care of yourself



Overview

- Belonging and valued
- Influence
 - How people perceive
 - What is more persuasive?
 - Purpose
- Being courageous
 - Recollecting adversity overcome
 - Using strengths to get into the zone
- Homework

Belonging

A consistent, defined group that depends on each other, to get things done.



Positive Communication Ratios

When positives in communication outweigh the negatives, relationships develop, and teams prosper.

The ratios in difficult situations

Change	4:1	Needed to be successful
Marriage	5.1:1	Predicts success
Work	5.6:1	Predicts team performance

Day-to-day

Self	3:1	Enhances mental and physical health
Teams	25:1	High performance teams

Do people like being in your team?





Values

A set of norms, processes and shared habits that help work to happen smoothly

Recognise positive contributions

Refer to them in decision making

Use them to manage poor performance

- Address energy vortexes
- Address negative contributions

Act in line with them yourself

Aware of who is around you and what's happening, active listening in meetings, asking questions etc.

Acknowledge with the little things, good mornings acknowledging contributions etc.

Appreciate with a small gesture, such as buying them a coffee, advocating for their ideas or supporting their initiatives

Accommodate others needs, adjusting your work style or schedule to facilitate a team member's needs, putting yourself out a bit

Strengths and Purpose

- Higher social diversity linked to perceived discomfort, rougher interactions, increased interpersonal conflict and concern about disrespect, less trust, communication and cohesion
- Teams where most people get to use their strengths daily have 50% lower turnover, 38% higher productivity, 44% customers more satisfied
- Having a clear sense of purpose within the team becomes a unifying force that enables us to leverage diversity effectively

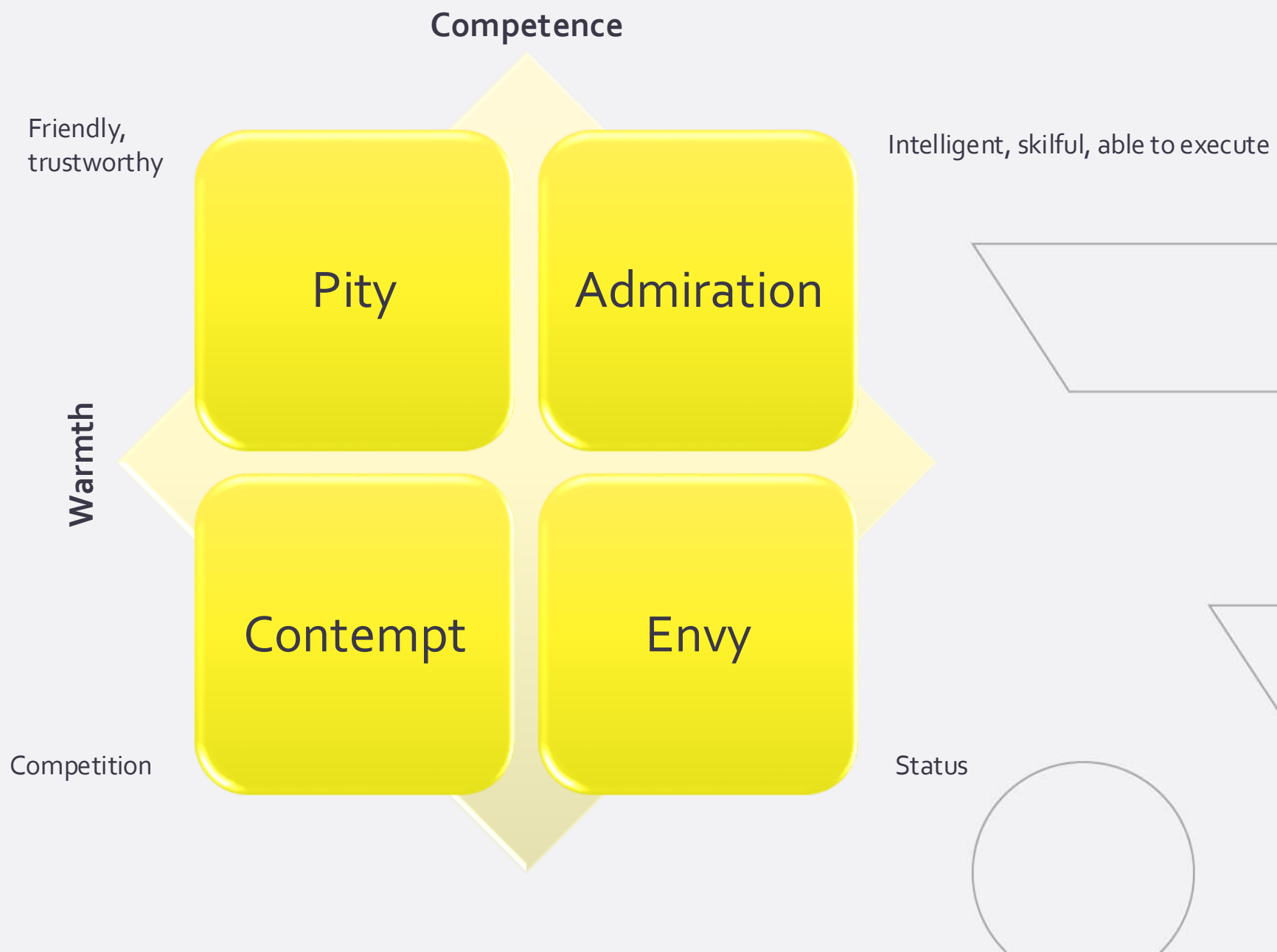


A person with short brown hair, wearing a blue t-shirt and tan pants, is sitting at a modern wooden desk. They are viewed from behind, looking out a large window at a lush green mountain landscape. A laptop is open on the desk, and their hands are on the keyboard. The scene is bright and airy, with natural light coming from the window.

Effective Conversations

Energy

- Network maps in organisations compare people's position in information networks, influence networks, and positive-energy networks revealed position in the energy network is 4x more predictive of success than position in information or influence networks.
- Positive energizers helped others become better energizers – people measurably happier at 2 degrees of separation
- Baker (2004) high-performing organizations have three times more positive energizers than average organizations.



What makes us exceptional?

- Leaders who had no clear strengths on a 360° Review ranked 30th percentile (34th) in performance. Having:
 - one strength at the 90th percentile took people to the 64th percentile overall
 - two to the 72nd
 - three strengths to the 80th percentile (81st)
 - four to the 89th
 - five strengths to the 90th percentile (91st)
- Great Leadership makes the difference – 127% of the median organisational performance
- “...great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths.”
- You won't get to the 90th percentile by working on your weaknesses!

Mental models

- Spikiness/credibility/confidence
- George Kelly, we are naive scientists – we want to understand, predict and control our environment
- We build make ‘attributions’ based on observations of behaviour to build a mental model of people
- We use 2 of 3 factors (interchangeably)
 - Uniqueness
 - Consistency
 - Consensus
- Our brain can probably handle a mental model of four or five factors

Persuasion

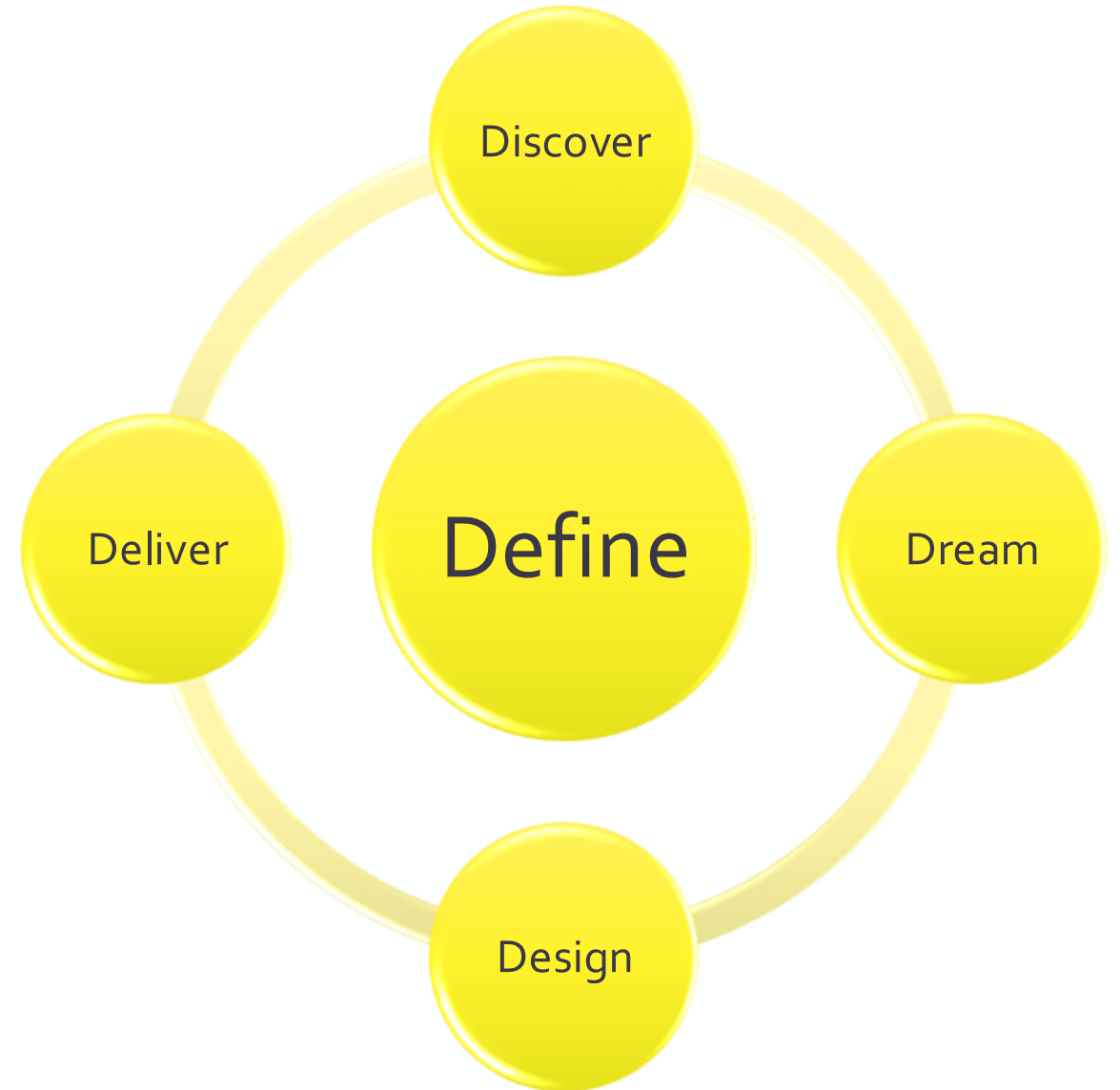
- Whoever talks least is more liked and trusted and the other party is more likely to do what ever is agreed.
- Asking for advice from someone changes their behaviour more than our own.
- Linking requests to strengths makes it twice as likely to happen

Be Silent Be Heard – The Paradox of Persuasion

Susan and Peter Glaser

Appreciative Inquiry

- Define the goal positively – we are more creative with positive goals
- Discover the best – where, when, and who. What's different between when it worked and when it didn't. What strengths will help you?
- Dream what perfect would look like. Paint a picture.
- Design the solution – we're already there – how did we get there?
- Deliver – start small!



Being courageous

We are wired for struggle
Brené Brown



Adversity Overcome

What adversity have you overcome in the past?

What is your whakapapa?

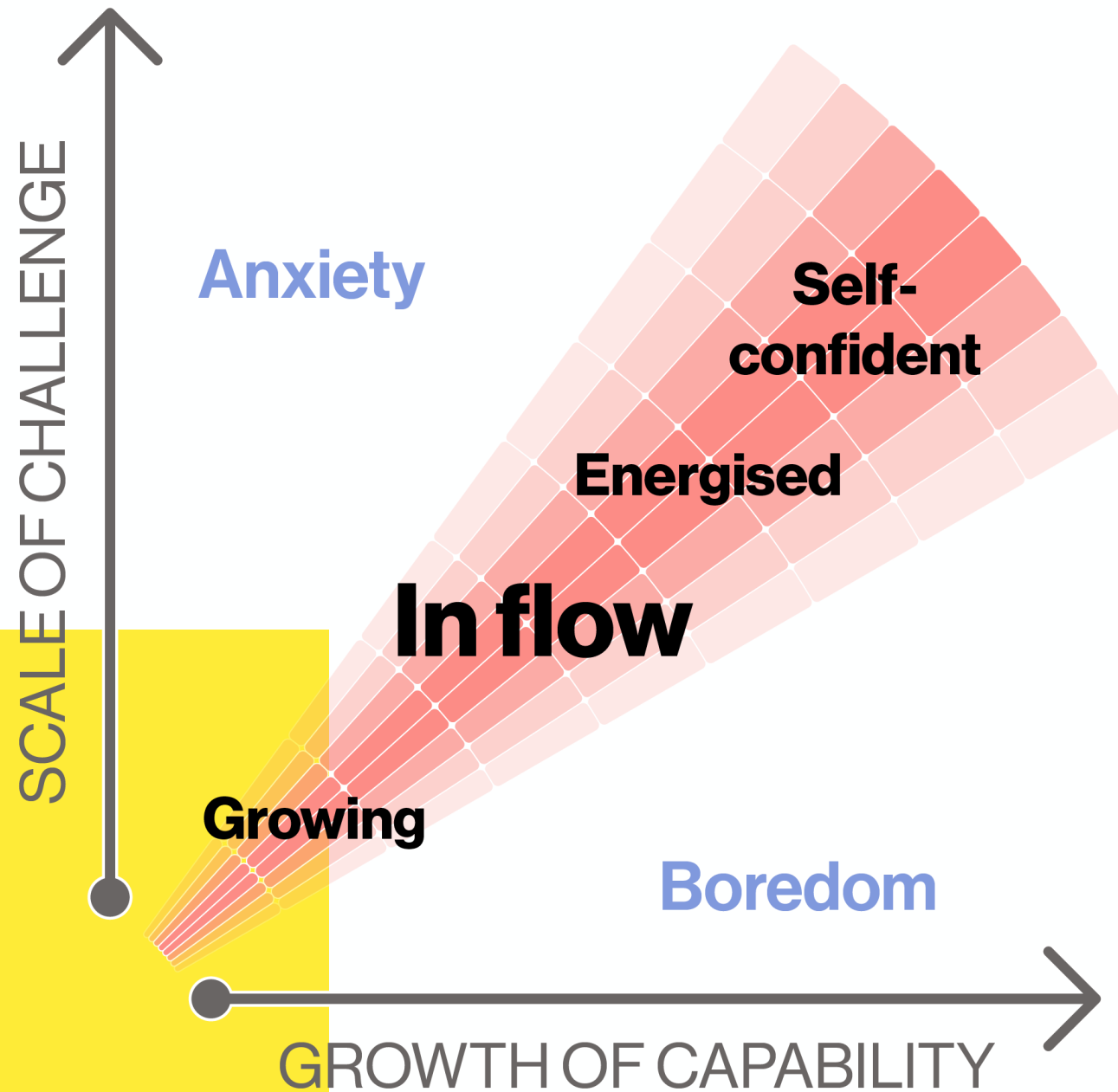
What adversity have people in your past overcome?

What can we learn from this?



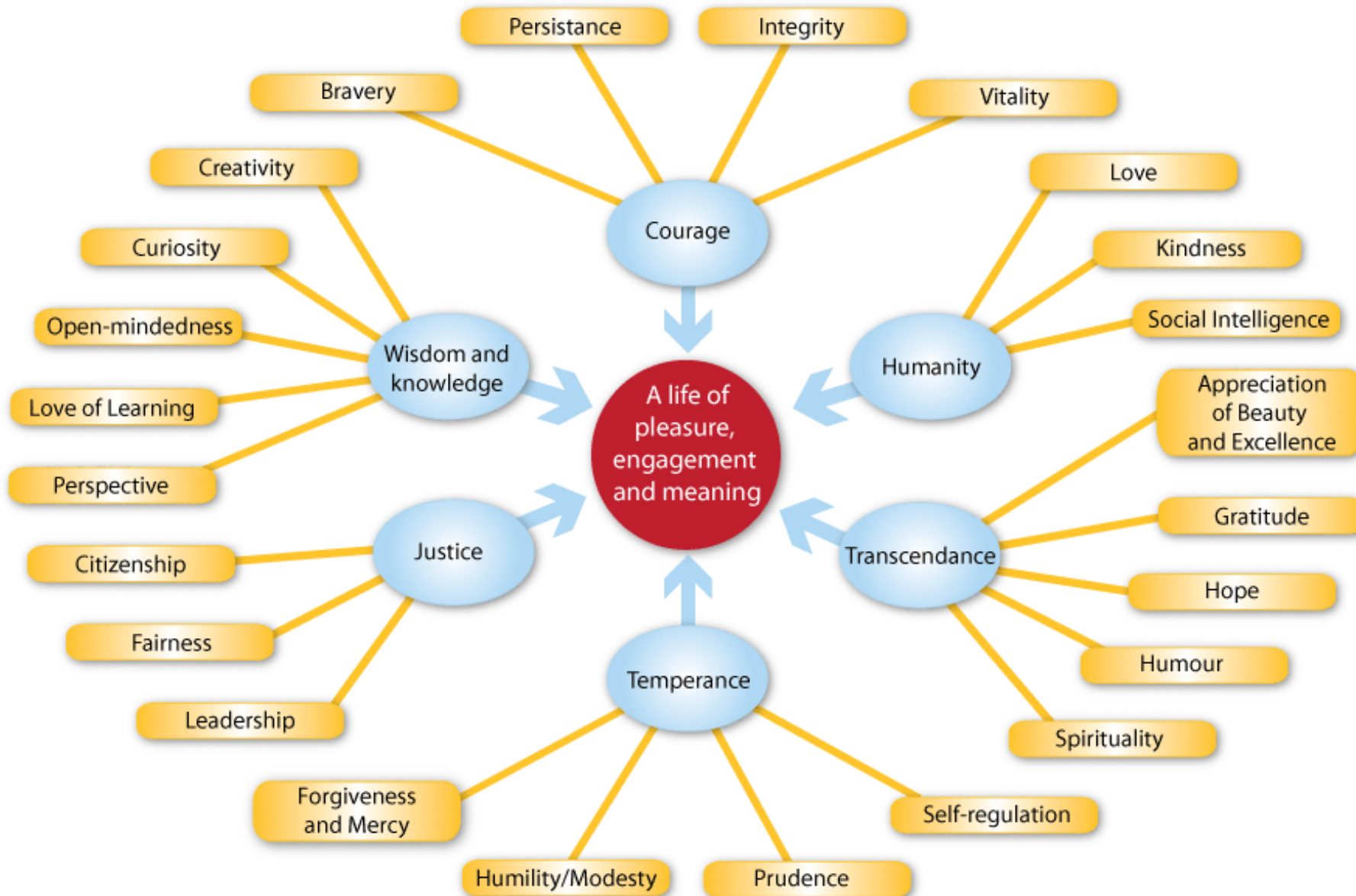
Flow

Meaningful goals
Feedback
Uninterrupted time



VIA Character Strengths & Virtues

(Peterson and Seligman, 2004)



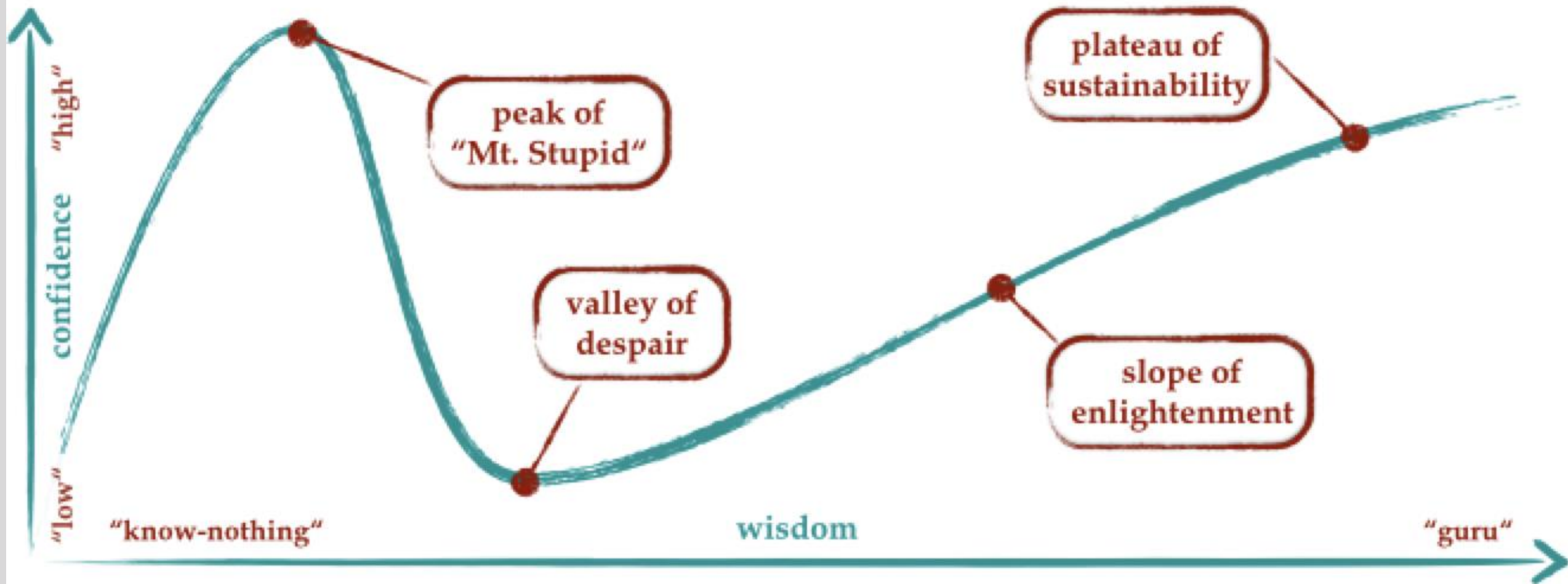
Exercise

- From your strengths - think of how you use them in the work place.
- What are your 4 – 5 signature strengths
- With one of the team tell them of a strength you think they have and talk about a time you have seen them use it.
- Ask them “When you have seen me make a special or important contribution, what distinctive strengths did I display?” Or, alternatively, “When you have seen me at my best, what unique value did I create?”
- What is your brand?

Homework

- Your strengths
 - Every day for one week, read about one of your strengths. Use that strength in a new, different, better or more frequent way.
 - Strengths development guide will be sent out afterwards
 - In order to extend your signature strengths you will need to be active in your plan. Eg what tools and techniques can you use to get better at the strength?
 - What strengths will help you develop your strengths?
- Once you are mindful of your strengths – consciously use them. Eg the mindful pause before a meeting or event – 4 diaphragmatic breaths and choose what strengths you will use.

Dunning-Kruger effect







Taku ahi tūtata, taku mata kikoha

*When my fire burns close,
the point of my weapon is sharp*

Action Planning

- What are your takeaways? Complete a sentence:
 - One thing I will definitely be doing differently ...
 - The most interesting thing I learnt was ...
 - I would like some more information on ...
 - I would like you all to follow up with me to make sure I ...
 - This approach will play to my strength of ...
 - I'll be thinking more about ...
- What is your action plan?



Belonging, influence and courage

Key Takeaways

- Belonging
 - Our brain needs an overwhelming ratio of positives
 - Values help the ratio
 - Value people for strengths and differences
- Influence
 - Energy creates influence
 - Competence and warmth creates the ground work
 - Good questions are influential
- Being courageous
 - Recall previous wins
 - Use your strengths
 - Be aware of the stretch

Thank You

