



AHC Forum, September 21, 2022
Evolving to meet the needs of tomorrow

Think WAY
back...what is
something magical
that you remember
and loved from your
childhood?





Let's have a conversation about:



- What can happen if you have brave, honest conversations
- The magic of collaboration
- Why we need to have more brave, honest conversations
- Magic ingredients that get better results and outcomes
- A little bit of practice and trying things out



The unicorn of collaboration

Improved performance

Better results

Perception as credible & trustworthy

Make better decisions for the long-term

Has a positive impact

Creates partnerships and extends network

Solves complex problems together with others





PETA Names Top Animal Rights Activi...
peta.org



Animal Freedom Protests Happening ...
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Animal Rights Movement
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yaledailynews.com



Animal rights activists seen holdi ...
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Home - Animal Rights Toronto
animalrightstoronto.com



Protesters Call for Divestment from ...
news.wttw.com



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alextimes.com



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WHAT we face is different than
the **WAY** we address the
challenge.



What = the topic, issue, variety of
facts on the situation.

Way = how we work with others to
address those issues and
challenges.



Top 10 Global Risks by Severity

Over the next 10 years



- Growing social divide
- Polarization
- Toxicity
- Public blame and shame
- Erosion of social cohesion
- Distrust
- Mental health challenges
- Evolving social norms



We Must Overcome Our Divisions and Come Together to Face Longterm Global Risks



Everyone has the potential for leadership within them.



Leaders:

- Make conscious choices
- Are committed / contribute to something greater than themselves
- Are authentic, self-aware and take responsibility for their impact
- Inspire or empower others
- Do hard things, together with others



Leadership is an inside job.



In a world of outrage, chaos
& disruption we all need to
lead.

It starts with you.



Brave, honest conversations
are how we solve the problems in our
organizations, communities and lives.



We need a new way to address the challenges we
face.

We need to build our capacity to lead in different
ways.

Connection, trust, understanding & stronger
relationships are on the other side of these
conversations.





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What contributes to the magic of collaboration?

A positive environment that is supportive, full of belief with enough structure for tough conversations.

Tending, care and kindness. Respect and humility. Relationships over being right. Building trust.

Growing, learning, adapting and practicing. Tackling complex, difficult things.

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HOW do we create
the magic of
collaboration so we
can receive the
benefits and results?

-Act with intention,
behave with integrity

-Work with emotion
to find meaning

-Invite complexity

-Disagree well



Choose a perspective: collaboration begins with YOU

The “I” Perspective:

where there is only 1 right answer or view, and yours is the right one. If others don't get it they are wrong and/or bad.

The “WE” Perspective:

where there are different ways to see this complex issue and we can find common ground to solve this tough challenge if we invest in each other.



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How do you want to show up?

What are you committed to?

What impact do you want to have?



Choose a perspective: collaboration begins with YOU

How do you want to show up?

What are you committed to?

What impact do you want to have?

When I am open and curious, committed to deepening understanding, resolution emerges.

When I am generous and light-hearted, committed to learning, new ideas flourish.



Leadership of brave, honest
conversations requires BEING and
DOING.

DOING = actions, tasks and
activities with focus on a goal or
objective.

BEING = attitude, behaviour and
mindset we hold.



Just do
it.

Efficiency
matters.
Time is
money.

We need a
plan and a
to do list.

DOING = Actions, tasks & activities.

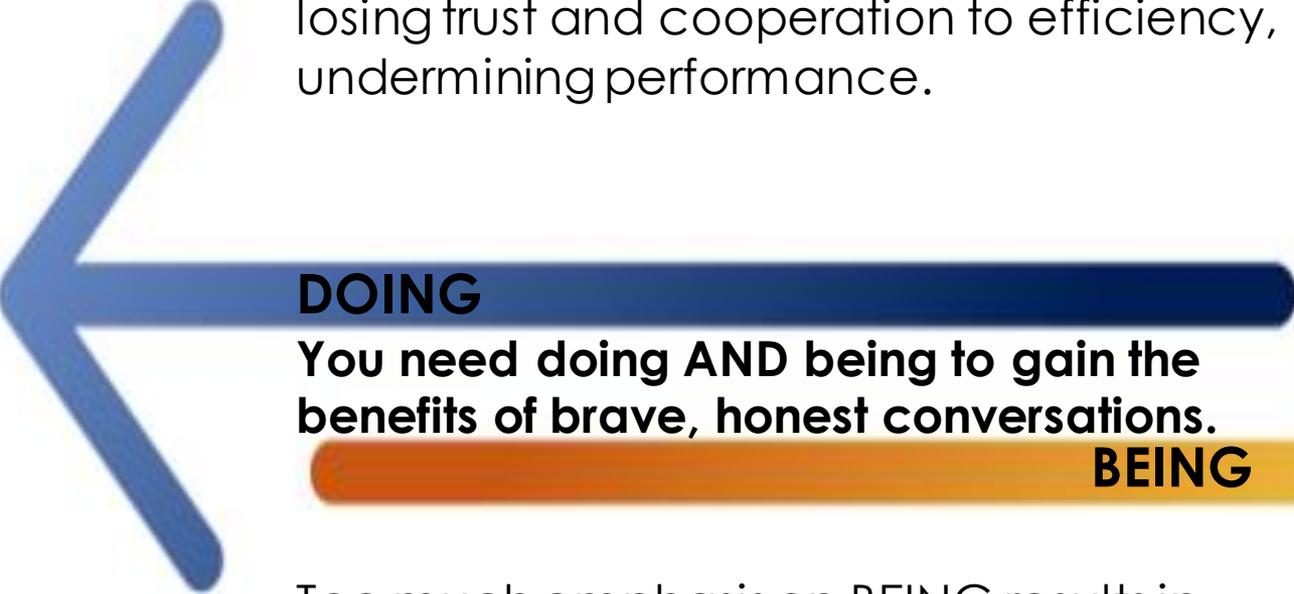
BEING = Attitude, behaviour & mindset.

We need to
understand
where
everyone
stands on
the issue.

We need to
talk about
our fears and
concerns
before we
move ahead.

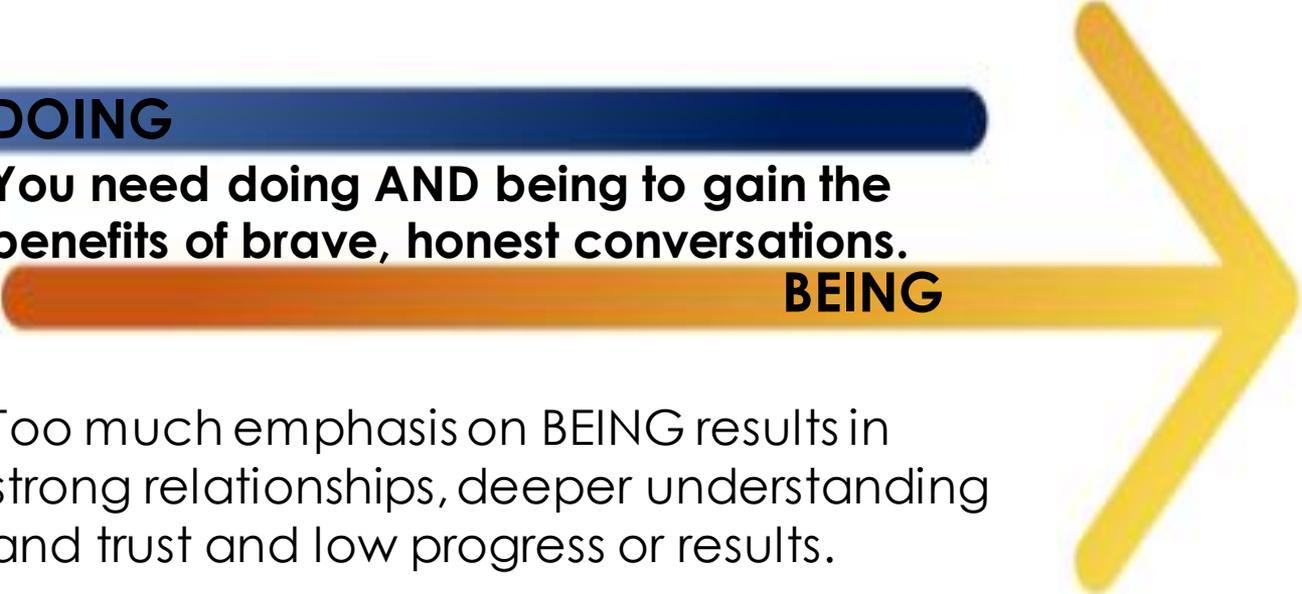
Hug it
out.

Too much emphasis on DOING gets things done but results in transactional relationships, losing trust and cooperation to efficiency, undermining performance.



DOING

You need doing AND being to gain the benefits of brave, honest conversations.



BEING

Too much emphasis on BEING results in strong relationships, deeper understanding and trust and low progress or results.



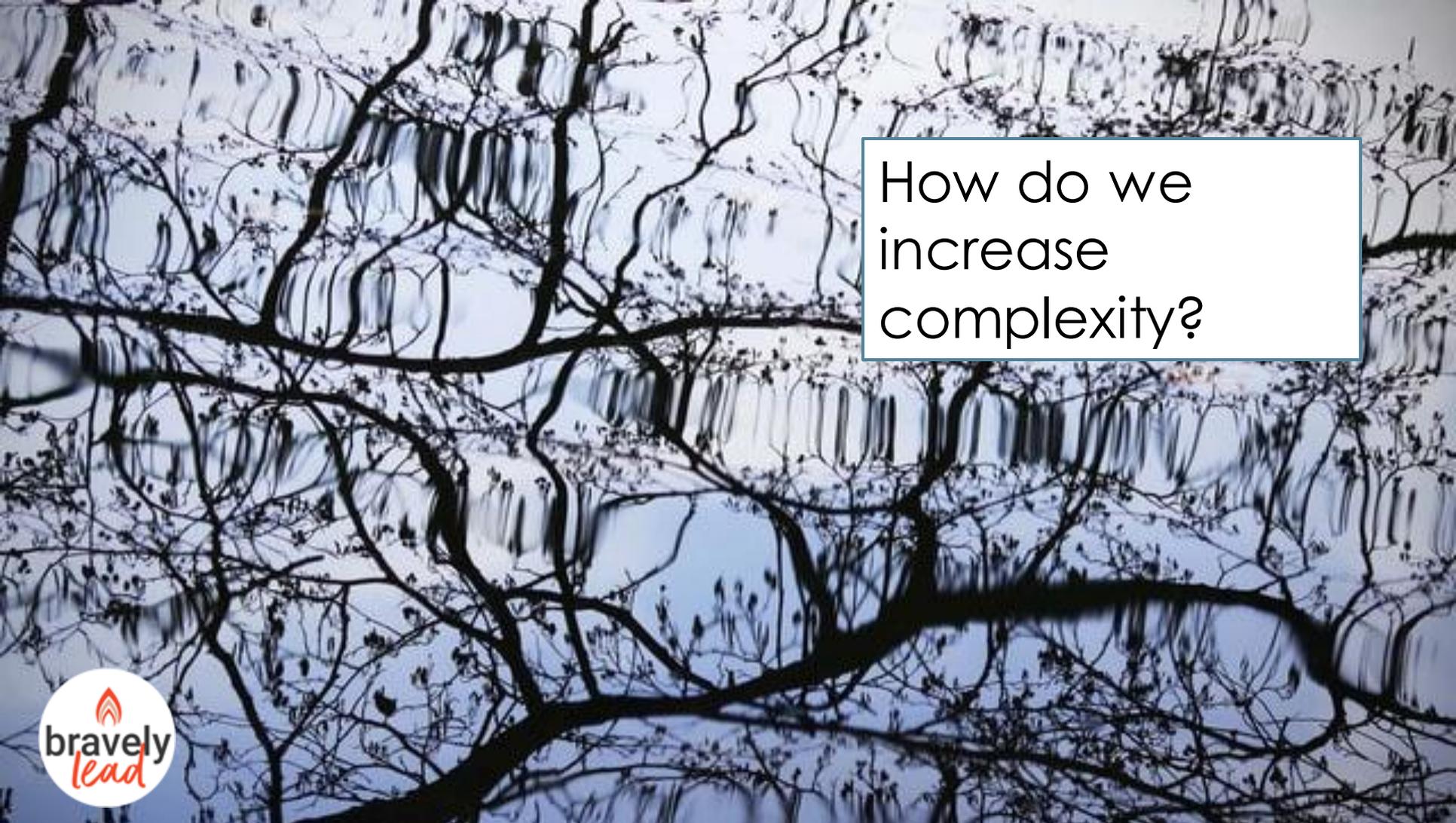
**Conflict is a signal that something needs to change.
Power is the ability of people to make change happen.**

I choose change.

*I choose
to bravely lead.*

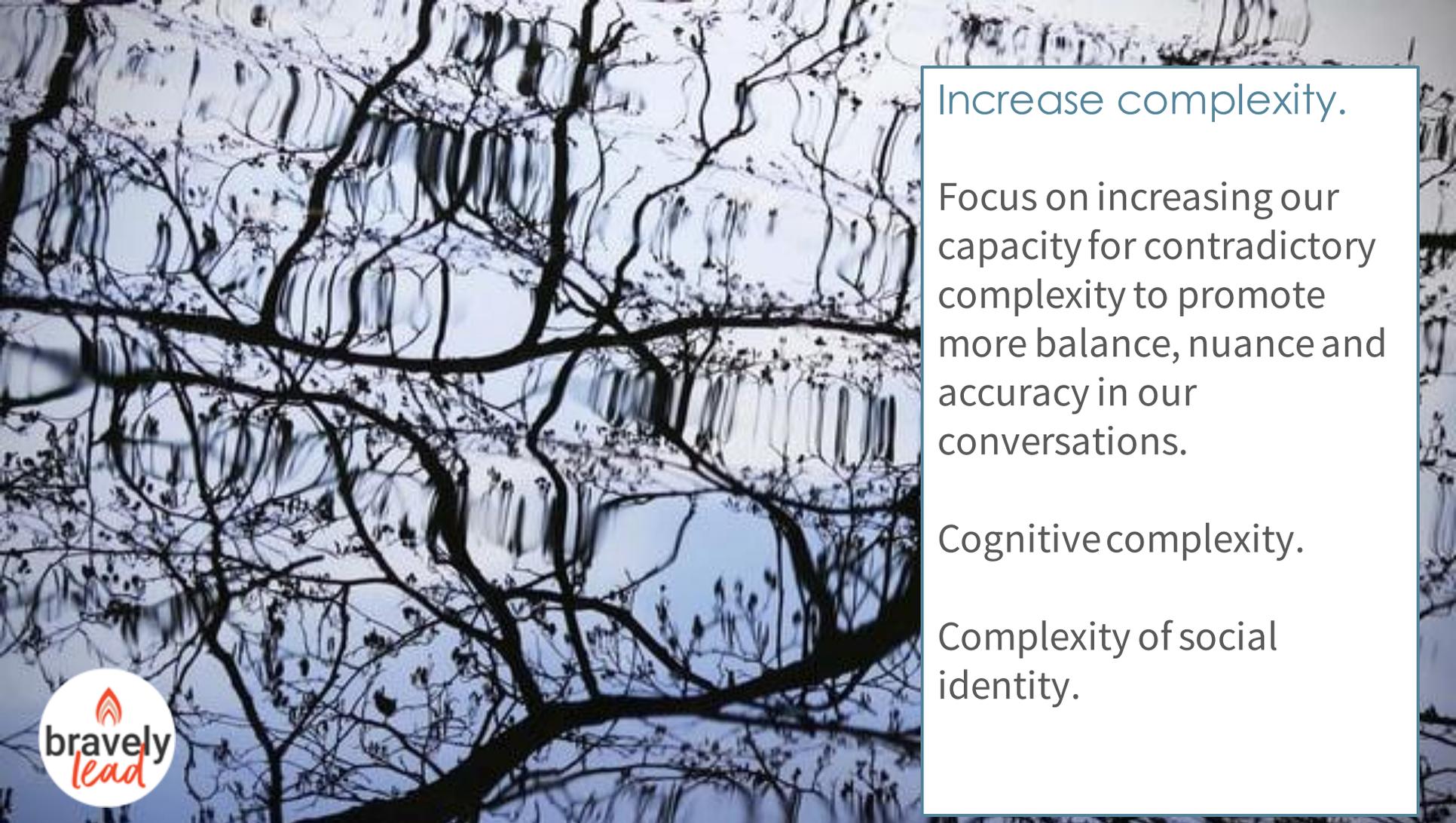
Conflict transformation:

- A positive orientation towards conflict
- A willingness to engage
- Explores larger patterns & systems
- A motivator of crucial, positive change, learning & growth
- Reduces violence and increases justice
- Centred in human relationships
- Requires change interpersonally, in groups & in structures



How do we
increase
complexity?





Increase complexity.

Focus on increasing our capacity for contradictory complexity to promote more balance, nuance and accuracy in our conversations.

Cognitive complexity.

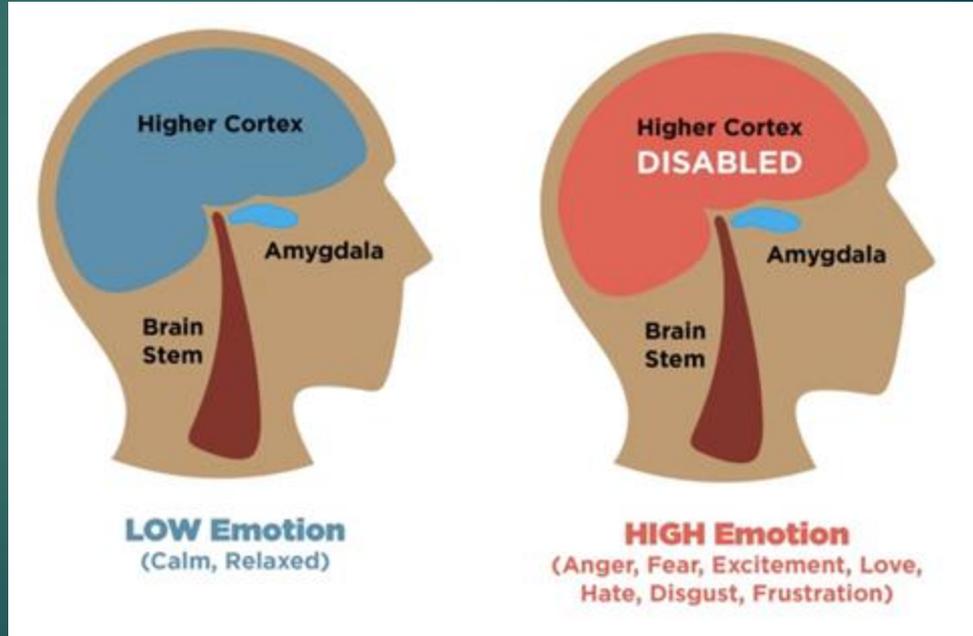
Complexity of social identity.





True or False?

When we are overcome by intense emotion our brain gets 'hijacked', we react and can't think straight.



Emotions are a path to deeper understanding.



Feelings and facts go together to make better decisions.

Everyone has feelings.

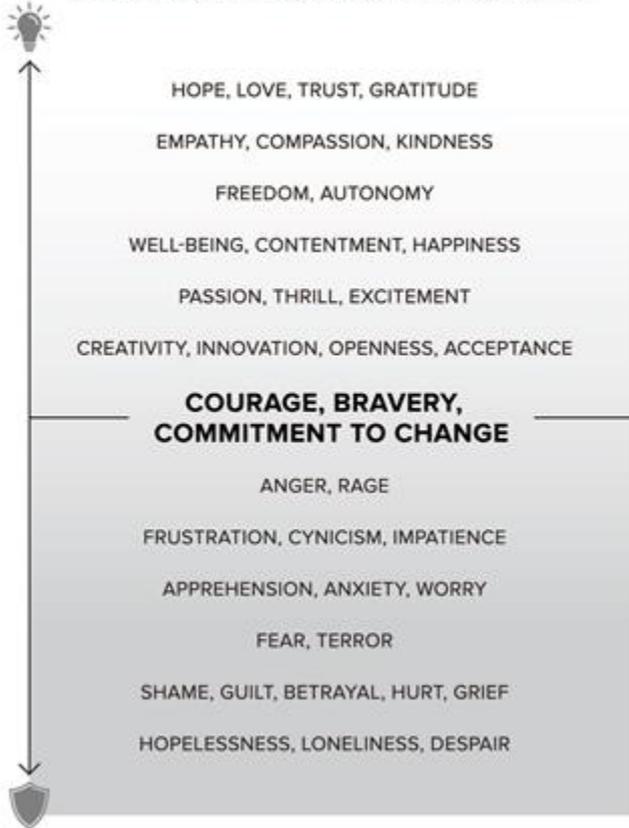
Feelings are part of being a real human.

It's not unprofessional to have feelings.



ASCENDANCY OF EMOTIONS

There is an ascendancy to emotions. They impact the energy inside of you and between you and others. Emotion = energy in motion. What wisdom or insight is there for you in what you are feeling?



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Every emotion has an impact – on you, on others, and on the conversation.

That impact can be constrictive, heavy and limiting.

Or it can be expansive, allowing for positivity and possibility.

It takes courage to create a shift.



Think of a conversation that “pushes your buttons”



What emotions do you experience in that situation?



- What do you feel?
- What do you feel about the other person / people?
- How do you think the conversation might go?

Take a breath

- What other emotion could you choose in this situation?
- How could you look at the other person / people?
- Now how might the conversation go?



How do you disagree well?

Accept controversy with civility & reframe conflict as natural, **committing to the relationship** and shared purpose.

Own your intentions and **take responsibility** for your impact. **Be honest and open** about your reactions and concerns.

Be curious about ideas versus challenging people. Focus as much on **HOW you are talking together** as **WHAT** you are talking about.



Think of a conversation that “pushes your buttons”





Discussion

- ▶ **Go back to that same issue**
- ▶ **Practice disagreeing well.** Be curious, ask questions, listen deeply. Take responsibility for your own reactions. Focus on relationship.
- ▶ What do you do **well**?
- ▶ What do you need to **work on**?

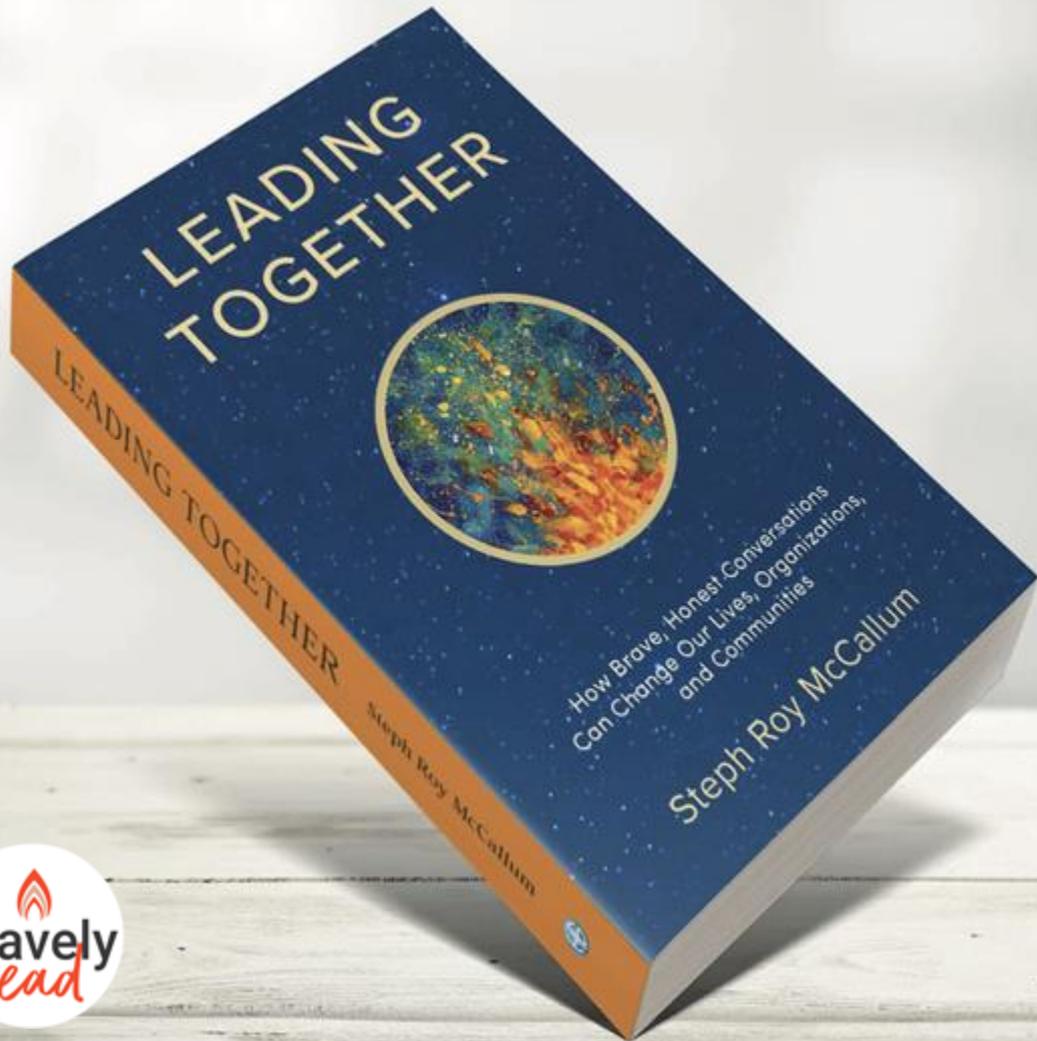


Where to from here?



What **commitments** can you make to show up for brave, honest conversations?

What **might change** in your life and work if you have them more often?



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www.bravelylead.com

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Available for pre-order
now.

Reach out with questions
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