

SONY MUSIC

THINK.DO.SPRINTS.

Facilitation guide

Creating Positive Habits

Fearless Conversations

Facilitator Notes FINAL 17.05.19

**PERFORMANCE ACCELERATOR: Creating Positive Habits**

**WORKSHOP NAME: Fearless Conversations**

**WORKSHOP SUMMARY:**

Trust is a corner-stone of any high-performing culture. Without it, we make assumptions that may not be true, but that can drive our thinking and actions. Conversations become edited. Having high-trust, conversations (formally or informally), is vital to individual and team performance, whether these are with the most talented people or when having to confront difficult issues with others.

In this session we will explore how to build and sustain a foundation of trust and create a more open culture by taking the fear out of everyday performance conversations.

**WORKSHOP OUTCOMES:**

Every attendee will leave the workshop able to:

* Know how the foundation of trust is built and sustained
* Have confidence in your choices and a willingness to have the conversations that matter
* Recognize the mindsets we hold that limit our ability or motivation
* Link the power of a more open culture to improved mental wellbeing

**PLAN FOR THE SESSION:**

1. Trust as the Foundation
2. Decoding Trust
3. What’s the conversation to have (and how to shape it)?
4. Let’s not make this into a drama
5. Time to practice
6. Action planning

**THE PRE-WORK TO BE SENT OUT TO PARTICIPANTS:**

Welcome to the Think.Do.Sprints. This is your time and space to reflect upon and experiment with new ways of working. The outcome is for you to feel confident in adopting new practices that positively influence your day-to-day at Sony Music.

To help you get the best out of this session consider a conversation that has not happened yet, but could positively influence your success if you choose to have it. Below are two scenarios that might spark your thinking. Be prepared to talk about one of these two scenarios or your own conversation with others in this workshop.

* I have recently taken on some new team members. One is particularly tricky to work with. Her attitude is different to the way we do things around here, and she isn’t a team player. She has even been rude to someone outside of our team. I need to give her feedback but I’m not sure how to approach it.
* I have a keen, high performer in my team. He is very ambitious, but lacks some basic workplace skills. I sense that he has an agenda to succeed quickly and I don’t want to lose him from the team, but I also don’t want to limit his potential for growth. I want him to be able to trust me so I can help him but he seems to be holding back in our 1:1 conversations to date. Help!

**TO DO:**

* Agree room and set-up arrangements - layout of room (no table), set up slides and audio requirements, test equipment, 2 x flip charts.
* Arrange your tools – coloured post-it notes, Blu tack, Sharpies, coloured paper, music & speakers.
* Distribute materials (e.g. work sheets).
* Read through the facilitation guide and prepare flip charts / exercise prompts needed in advance.
* Lay out healthy snacks and sweets, if possible.
* Print off facilitator notes and read through.

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| **TIME & KIT** | **CONTENT** |
| **0.00**  **(20 mins)**  **Slides**  **1-7**  **Flip chart**  **Pens**  **Blu tack** | **WELCOME AND INTRODUCTION**  **Welcome and introduction to the workshop (Slide 2)**   * Creating Positive Habits: Fearless Conversations * This workshop is built around the Performance Accelerators pillar of “Creating Positive Habits”. * It complements the Performance Accelerators sessions of Performing At Your Best (employee) and Empowering Your People (managers). * This workshop forms part of a suite of five Think Do Sprints.; the next series of workshop to continue and build on the theme of performance management to be the best version of ourselves (every day) by having brilliant conversations every day that matter. * These workshops support and contribute to the success of our performance management process, and help every day people practices.   **Session purpose (Slide 3)**   * Trust is a corner-stone of any high-performing culture. Without it, we make assumptions that may not be true, but that can drive our thinking and actions. * Conversations become edited. Having high-trust, conversations (formally or informally), is vital to individual and team performance, whether these are with the most talented people or when having to confront difficult issues with others. * In this session we will explore how to build and sustain a foundation of trust and create a more open culture by taking the fear out of everyday performance conversations.   **Session outcomes (Slide 4)**   * By the end of this session you will:   + Know how the foundation of trust is built and sustained   + Have confidence in your choices and a willingness to have the conversations that matter   + Recognize the mindsets we hold that limit our ability or motivation   + Link the power of a more open culture to improved mental wellbeing   **The plan for the next three hours (Slide 5)**   * Trust as the Foundation * Decoding Trust * What’s the conversation to have (and how to shape it)? * Let’s not make this into a drama * Time to practice * Action planning   **Who am I? (Slide 6)**  **FACILITATOR NOTE:** Introduce yourself and your background.   * Let’s find out who’s in the room. Please take it in turns to share your name, role and one passion e.g. a hobby, an activity you enjoy.   **FACILITATOR NOTE:** Encourage attendees to make connections with each other by introducing themselves and making a link to something the previous person has said e.g. about a passion or a similar role.  **How to be in the workshop (Slide 7)**   * We don’t like rules, but we know that if we are all responsible for the energy in the room, we will make our time together even better.   + **Phone –** please check your phone into the spa for today. We only have 3 hours together so let’s make the most of it.   + **Moustache and Shoes –** be your smart and stylish selves. Help me to give you the best experience today. Help all of us by keeping to time when we break out in exercises.   + **Sparkle –** be your brightest, sparkliest selves. This is your chance to practice in a safe environment with your colleagues, so throw yourselves into it.   + **Hand holding –** we appreciate that some people love these sessions and others don’t, so please be kind to each other and help everyone’s voice be heard today.   **FACILITATOR NOTE:** Encourage attendees to share the behaviors needed to create a rich learning experience and safe environment to practice having conversations that matter. Capture these on a flip chart and stick to the wall. |
| **0.20**  **(50 mins)**  **Slides**  **8-14**  **Post it notes**  **Pens**  **Work sheet** | **FEARLESS CONVERSATIONS**  **TRUST AS THE FOUNDATION (Slide 8)**   * Fundamentally, all relationships are founded on the currency of trust. Patrick Lencioni is an American writer of business management books, best known for ‘The Five Dysfunctions of a Team’ that explores work team dynamics and offers insights to help teams perform better. * Lencioni writes about 5 dysfunctions, namely:  1. Absence of trust – teamwork is founded in vulnerability. 2. Fear of conflict – once trust is established, team is unafraid of debate about ideas. 3. Lack of commitment – team must buy-in and commit to decisions despite initial disagreement. 4. Avoidance of accountability – teammates must hold each other accountable to group decisions and vision. 5. Inattention to results – team is focused on the success of the project and getting results.   **FACILITATOR NOTE:** Walk through the 5 dysfunctions with attendees. Ask for examples of behaviors in each of the areas; lead towards the idea that the dysfunctions are ultimately a symptom of a lack of trust. Encourage attendees to identify what the trust issues or possible cause of trust issues may be in each of the areas. Ask attendees to consider behaviors that may be observed.   * Another way to consider trust as an important and vital element of a high-performing culture is taken from research conducted by Stephen Covey, an American educator, author (best known for ‘The 7 Habits of Highly Effective People’), business man and keynote speaker. * Covey writes about the consequences of low-trust organizations and the benefits of high-trust organizations.   **FACILITATOR NOTE:** Talk through the consequences and benefits as below. (Slide 9)  Image result for covey cost of trust  **DECODING TRUST (Slide 10)**   * Seems like common sense, right? However, common sense isn’t always common practice. * Trust is a word that is freely used, however it is useful to be specific about what it constitutes. It is an emotive word and topic that becomes even more so when you have a difficult conversation to tackle it’s outward manifestation, such as poor performance, poor behaviors or a breakdown in communication or relationship. * In his book “The Trusted Advisor”, Charles Green created this formula to help us decode what makes us trustworthy (or not).   + Trustworthiness = Credibility + Reliability +Intimacy / Self-Orientation   **FACILITATOR NOTE:** Briefly walk through the equation and Green’s meaning regarding each element of the equation. See below.  TQ stands for Trust Quotient. The Trust Quotient is a number – like your IQ or EQ – that benchmarks your trustworthiness against the four variables.  Credibility – has to do with the words we speak. In a sentence we might say, “I can trust what she says about marketing our product; she’s very credible on the subject.”  Reliability – has to do with actions. We might say, “If he says he’ll deliver the product tomorrow, I trust him, because he’s dependable.”  Intimacy – refers to the safety or security that we feel when entrusting someone with something. We might say, “I can trust her with that information; she’s never violated my confidentiality before and she would never embarrass me.”  Self-orientation – refers to the person’s focus. In particular, whether the person’s focus is primarily on him or herself, or on the other person. We might say, “I can’t trust him on this deal – I don’t think he cares enough about me, he’s focused on what he gets out of it.” Or more commonly, “I don’t trust him – I think he’s too concerned about how he’s appearing, so he’s not really paying attention.”  **FACILITATOR NOTE:** Set the following exercise. This can be run individually or as a discussion in pairs, depending on the sensitivity of the group and appropriateness based on whether this is an intact group or not. Use the work sheet and complete box numbers 1 and 2. (Slide 11)   * Think of a crucial conversation you will have with regards to performance/ behaviors/ communication/ relationships. Remember, trust is usually the fundamental underlying issue. Consider the equation: * Which of the areas do you perceive as being in deficit or with surplus? * Why do you think that? * What evidence do you have? * In what areas might the other party perceive you to be in deficit? * Why might they think that? * What evidence might they have?   **WHAT’S THE CONVERSATION TO HAVE (AND HOW TO SHAPE IT)? (Slide 12)**   * So we have now decoded trust in your high-trust conversation by analysing the role of trust within your situation, and we have also identified the impact on those involved (directly and indirectly). * The ‘Skill vs. Will’ matrix is a guide to choosing the best management or coaching style to guide others to success. The matrix allows you to understand different mindsets of individuals and apply specific techniques to help them perform better. The matrix helps you match a person’s combination of skill level and willingness to 4 different styles. * So what it is the necessary conversation now?   **FACILITATOR NOTE:** Briefly describe the 2 axes, the quadrants and their meaning.  http://thepeakperformancecenter.com/wp-content/uploads/2016/05/Skill-and-Will.jpg   * **Empower –** the goal of this style is to empower and stretch others. This group already possess the necessary skills, so find opportunities to help them grow and develop further skills. * **Guide** – with this style, take advantage of their motivation and invest time early on in building their skills. Provide the proper training and create a risk-free environment to allow for learning. * **Motivate** – when dealing with this group, identify the reason(s) for their low motivation, and find incentives to motivate them. Create both intrinsic and extrinsic motivations and incentives. * **Direct** – with this group, you will need to build both skill and will. First, identify the reason(s) for the motivation. Foster their desire to complete the task before building skill sets by creating both intrinsic and extrinsic motivations. Then provide the proper training and support. * Individually, consider the conversation that needs to happen and plot the related individuals on the skill / will matrix.   **FACILITATOR NOTE:** Use the work sheet and complete box number 3. How does your understanding of the skill vs will matrix influence your conversation? (Slide 13) Reinforce that this matrix can be used on all scenarios.  **FACILITATOR NOTE:** Explore with the attendees what needs to change culturally to achieve for more high-trust conversations in the workplace at Sony Music. What needs to change culturally to achieve more high-trust conversations in the place where I work? What behaviors or attitudes do I need to demonstrate? What can I do differently to support this shift? Use the work sheet and complete box number 4. (Slide 13)  **LET’S NOT MAKE THIS INTO A DRAMA (Slide 14)**  **Approaching the conversation from the right mindset**   * As we have already discussed, conversations around performance/behaviors can be loaded with emotion. Trust, or a lack of it, can have a huge impact on the outcome of challenging conversations. Therefore, it is important that in preparing for and in having these conversations we are aware of our mindset in order that we don’t ‘add fuel to the fire’. We need to be able to achieve the desired outcomes. * We also need to acknowledge how our perceptions and judgment of others can create bias and impact our mindset. Pre-conceived notions can cloud our judgment and impact on the attitudes we hold about other people. The legacy of our relationship with others and the history we have together can also impact our ability to approach conversations from the right mindset. * Some of this is unconscious and so becoming aware of our unconscious biases is an important capability to develop in ourselves. This allows us to be more considered in our choices and means we approach conversations from the right mindset. Tap into other resources after this workshop to explore unconscious bias if this is something you are interested in developing. * For example, we may have moved from being a peer to a manager in a team, and now the relationship dynamics have shifted. This makes crucial conversations harder for some of us if we are not able to set clear parameters and maintain the right mindset for success. * A good model to help consider our mindset before we embark on any tricky conversation is the ‘Drama Triangle and Empowerment Dynamic’. * As humans, we are wired to be social creatures. We all like a good story or drama, including a victim (a damsel in distress), a rescuer (a prince in shining armour) and a persecutor (a villain). We can take on any role in this triangle, depending on our relationships and situations. We can all fall into this dynamic and struggle to get out of it. * It is important to reflect upon your mindset and determine where you currently sit within the Drama Triangle (V/R/P) in any given situation. It is then important to find a way to change our mindset that will ultimately support better performance and allow you to be the best version of yourself. * The mindset change happens when we consider this empowerment dynamic: Coach, Challenger and Creator. If we do not successfully address our mindset, we can find ourselves not able to communicate effectively, unable to share our concerns, or voice our fears and worries. This can lead to feeling stressed and anxious. Over a sustained period of time, this can lead to under-performance, illness and poor mental and physical wellbeing. * By having more of these conversations and creating a more open and inclusive culture, we will achieve more trusting relationships in the workplace and ultimately improve wellbeing.   http://bertparlee.com/wp-content/uploads/2015/01/david-emeradls-ted-460x460.png  **FACILITATOR NOTE:** Briefly explain the model and the importance of having the right mindset when approaching fearless or crucial conversations.  **In Summary**   * Now we have given you time to consider trust in more depth, we are going to ask you to consider the scenarios or real life challenges and conversations you are facing in this space: the pre-work we asked you to bring along. * Remember, this workshop has been designed for you to explore how to have better tricky conversations every day, to drive the performance of self and of others that you work with or lead. * We are now going to move into a practical session to give you a safe space to explore and expand these conversations. * We will be working in trios and coaching our peers, to find the courage to have these conversations back in the workplace. |
| **1.10**  **(80 mins)**  **Slides 15-16**  **Flip chart**  **Pens** | **PEER COACHING CONVERSATIONS**  **FACILITATOR NOTE:** Set up approach and benefits regarding this style of peer-to-peer working (10 minutes). This allows for practical application in the session (to practice in a safe environment with peers), facilitator intervention and action planning to take the conversation back into the workplace. (Slide 15)   * You will now work in trios, to help one another solve your personal, real-life challenges and practice the brilliant conversation needed to progress it. * This approach helps you practice collaboration, problem-solving, coaching and active listening. * It gives you the confidence to share your scenarios and to seek support. It re-affirms your thoughts and actions on approaching an issue are correct, or it gives you more stimuli to consider and reflect upon, to facilitate the best outcome of the conversation you need to have. * It allows you to work with the topic content and principles as lenses to explore the scenarios in more depth.   **FACILITATOR NOTE:** Example of peer coaching conversations (60 minutes in total). Please note, time can be flexible to accommodate group size and time left to run trio conversations. (Slide 16)   * Attendees label themselves A, B or C. * 20 minutes per person. 60 minutes in total. * The exercise can then be repeated twice, so all participants have a turn at sharing and reflecting on their issue (60 minutes in total). * Label yourselves A, B or C. * A – 3 minutes: A shares the conversation they would like to have or scenario with B and C. B and C listen only. * B or C – 2 minutes: B or C relays what they have heard from A and seeks clarification if necessary. * B and C – 10 minutes: B and C discusses A’s conversation / scenario, giving suggestions, approaches and ideas to consider. A is only allowed to listen at this time. A may take notes. * A – 5 minutes: A relays what they have heard, what they like, what they require further clarity around (if anything). * Repeat twice, so everyone has a turn.   **FACILITATOR NOTE:** Bring trios back together to reflect on the peer coaching conversation approach and what learning they have taken from the process. This is not time to debrief specific conversation content from trios. The focus is on the practice of peer-to-peer coaching and the approach of “gifting” your scenario or challenge to others for a period of time to own, discuss and challenge (10 minutes). |
| **2.30**  **(20 mins)**  **Slide 17**  **Work sheet** | **ACTION PLANNING (Slide 17)**   * We are now going to give you some time to reflect on your clinic conversation and create an action plan, to build your confidence and your commitment to take back into the workplace, i.e. to have the conversation post-workshop.   **FACILITATOR NOTE:** Hand out the conversation action-planning tool (A3 work sheet). |
| **2.50**  **(10 mins)**  **Slides 18-19** | **CLOSE AND GOODBYE**   * Thank you for taking part in this workshop today. We hope you have felt inspired to attempt new conversations back in the workplace and have found different ways to resolve your challenges. * Take the insights and learning from today and have the confidence to practice these conversations in the workplace. They all contribute to the success of our performance management process and make it more of a human process, where conversations matter every day. * Be curious and talk to your manager and HR colleagues to find out how these great new tools and techniques can fit into our ways of managing people and performance, and help every day people practices. * performance, and help every day people practices.   **FACILTATOR NOTE:** Share relevant further support avenues in the business globally and locally, e.g. other workshops, My Learning content, Mainstage. Please refer to Post Workshop section below for further information on what to share with attendees. (Slide 18)   * Ask each attendee to share their one commitment or piece of stimuli that has resonated with them and why. * What’s the one thing you will now do differently as a result of attending this workshop? (Slide 19) |
| **3.00**  **Slides 20-21** | **WRAP UP AND WAVE GOODBYE**  **FACILITATOR NOTE:** On a flip chart ask attendees to capture their feedback on the workshop before they leave, under the headings LOVE / LEARN / IMPROVE. (Slide 20).  **FACILITATOR NOTE:** Use slide 21 at the end of workshop as attendees leave. |

**POST WORKSHOP**

For some participants this three-hour session will only be the start of their journey to have better conversations around performance management. They may feel they need further support and guidance to build confidence and practice the art of brilliant conversations every day that matter.

At the end of each workshop the facilitator can signpost attendees to further support options. Contact your local HR Team to discuss these development opportunities. Add in the relevant initiatives and resources to the slide deck – there is currently a placeholder in the slide deck. Please remove this slide if there is no relevant further support or development to share with the attendees.