

# **THE POWER OF CHOICE**

**BUILD AN A-TEAM WHICH EMBRACES CHOICE AND  
CONSEQUENCE CONVERSATIONS**

# THE PAPERCLIP STUDY

## LAND AND JARMAN'S DIVERGENT THINKING TEST

Defined as the capacity for creativity, it is the ability to determine multiple solutions to a problem. Used by NASA to recruit scientists and engineers.

1600 5 YEAR OLDS TESTED.

98%

SCORED 'GENIUS LEVELS'.

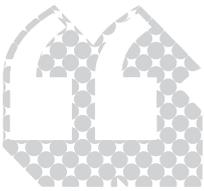
2800 ADULTS TESTED.

2%

SCORED 'GENIUS LEVELS'.

## AS CREATIVE LEADERS

We must actively be thinking divergently to solve everyday challenge.



# SONY MUSIC A-PLAYERS

## WHAT DOES A-PLAYER BEHAVIOUR LOOK LIKE AT SONY MUSIC?

Which behaviours are valued and create the best team and business results?

## WHAT DOES C-PLAYER BEHAVIOUR LOOK LIKE AT SONY MUSIC?

Which behaviours cause challenges and detract from business success?

**LIST THE TOP THREE A-PLAYER AND TOP THREE C-PLAYER BEHAVIOURS:**

### A-PLAYER BEHAVIOURS

1

2

3

### C-PLAYER BEHAVIOURS

1

2

3



## BEING NICE

**AVOIDING CONFLICT AND  
PRETENDING ALL IS WELL  
REGARDLESS OF THE SITUATION**

## BEING KIND

**GIVING PEOPLE A MESSAGE THEY  
NEED TO HEAR AND ACTING IN THEIR  
BEST INTEREST**



# NICE vs KIND

**PERSONAL EXAMPLES OF BEING 'NICE'  
AND THE CONSEQUENCES**

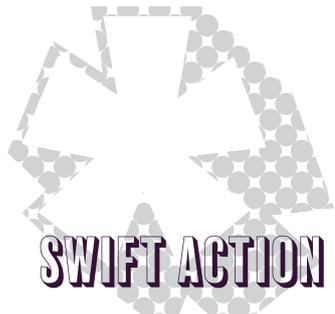
**PERSONAL EXAMPLES OF BEING 'KIND'  
AND THE CONSEQUENCES**

**WHAT, IF ANY THING, COULD YOU  
HAVE DONE DIFFERENTLY?**

**WHAT 'KIND' FEEDBACK SHOULD YOU  
GIVE TO SOMEONE CURRENTLY?**



**TOUGH LOVE  
YOUR ROLE AS A  
MANAGER AND COACH**



**SWIFT ACTION**

NEVER WAIT TOO LONG TO ADDRESS  
PERFORMANCE ISSUES.



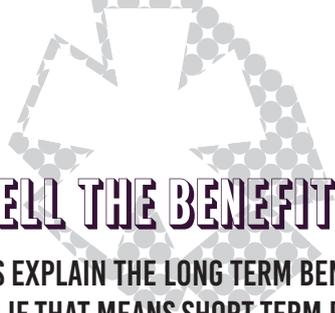
**CLEAR EXPECTATIONS**

ENSURE EVERYONE UNDERSTANDS WHAT  
PERFORMANCE LEVELS ARE REQUIRED SO A  
PERFORMANCE SHORTFALL IS NOT A SURPRISE.



**CHANGE CHAMPION**

YOUR GOAL IS TO ACHIEVE A 100% MUTUALLY  
BENEFICIAL OUTCOME.



**SELL THE BENEFITS**

ALWAYS EXPLAIN THE LONG TERM BENEFITS,  
EVEN IF THAT MEANS SHORT TERM PAIN.

# MIRROR ROARIM



Answer the following questions from your perspective and from the perspective of the person you need to have a tricky conversation with...

**WHAT DO YOU CONSIDER THE PERFORMANCE ISSUE TO BE?**

**1**

**WHAT DO YOU CONSIDER THE PERFORMANCE ISSUE TO BE?**

**WHAT IMPLICATION OR IMPACT DOES THE PERFORMANCE ISSUE HAVE FOR YOU AND THE WIDER TEAM?**

**2**

**WHAT IMPLICATION OR IMPACT DOES THE PERFORMANCE ISSUE HAVE FOR YOU AND THE WIDER TEAM?**

**HOW HAVE YOU CONTRIBUTED TO THE CURRENT PERFORMANCE ISSUE?**

**3**

**HOW HAVE YOU CONTRIBUTED TO THE CURRENT PERFORMANCE ISSUE?**

**WHAT HAVE YOUR INTENTIONS BEEN?**

**4**

**WHAT HAVE YOUR INTENTIONS BEEN?**

**WHAT DOES SUCCESS LOOK LIKE FOR YOU?**

**5**

**WHAT DOES SUCCESS LOOK LIKE FOR YOU?**

# IDEAS TO TACKLE TRICKY CONVERSATIONS

## IDENTIFY

the performance issue plus any data or examples

## DESCRIBE

the impact it is having on their ability to be truly successful and on others to be successful

## ENGAGE

to really understand their perspective and explain yours

## AGREE ACTIONS

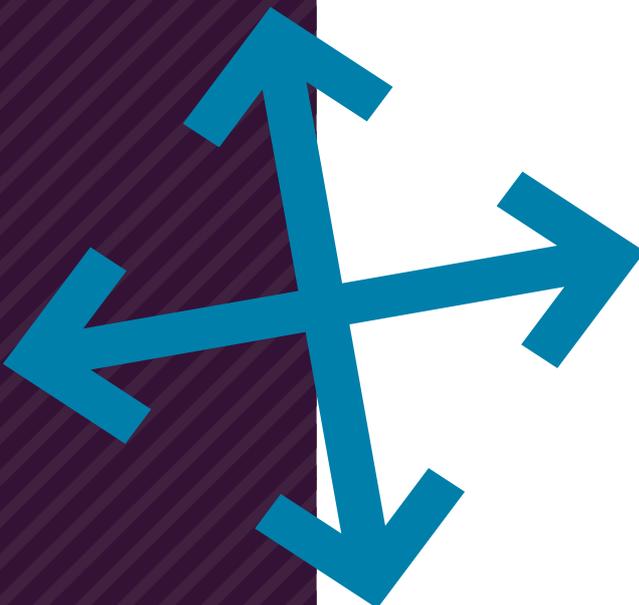
together on how you can be 100% successful moving forward

## IDENTIFY

## DESCRIBE

## ENGAGE

## AGREE ACTIONS



# MANAGING CONSEQUENCES AND CHOICES

**YOUR ROLE IS TO GIVE EVERYONE  
THE BEST OPPORTUNITY TO BE AN  
A-PLAYER.**

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**YOUR ROLE IS ALSO TO DISTINGUISH  
WHERE BEST THEY CAN BECOME AN  
A-PLAYER.**



# COMPLETE YOUR SONY MUSIC GIFT OF GRATITUDE

**WHO WILL YOU GIVE YOUR GRATITUDE  
GIFT TO?**

**WHY DO THEY DESERVE YOUR GRATITUDE  
GIFT?**

**WHAT BEHAVIOURS HAVE THEY SHOWN?**

**HOW DID THEY MAKE YOU FEEL AS A RESULT?**



# NOTES...



# NOTES...



# NOTES...

