

SONY MUSIC

THINK.DO.SPRINTS.

Facilitation guide

Be Inspired To Think Differently

Leadership Paradox: Courage vs. Vulnerability

Facilitator Notes FINAL, 17.05.19

**PERFORMANCE ACCELERATOR: Be Inspired To Think Differently**

**WORKSHOP NAME: Leadership Paradox: Courage vs. Vulnerability**

**WORKSHOP SUMMARY:**

Great leaders are very self-aware: they recognize their unique strengths, what their purpose is, and are willing to express their weaknesses, mistakes, fears and behaviors. They aren’t afraid to show a side of them that isn’t expected or taught. This honesty to disclose more about themselves, to be human and to share vulnerability at times, builds a deeper foundation of trust gives others permission to do the same.

In this session, we will explore how to discover your own personal leadership courage to build resilience and credibility through openness with others.

**WORKSHOP OUTCOMES:**

Every attendee will leave the workshop able to:

* Recognize when vulnerability builds credibility and connection, and how you can develop your openness and trust with others
* Identify the qualities and strengths of your leadership courage
* Explore your purpose and lead from this with courage
* Use courage to help yourself and those around you stay resilient during change

**PLAN FOR THE SESSION:**

1. Leadership paradox: courage vs. vulnerability
2. What we can learn from artists
3. Moments of vulnerability
4. Courage Manifesto
5. Time to practice
6. Action planning

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

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 to lead a team through some difficult, challenging times in the near future. The changes that are proposed will really impact a number of people and I’m not sure how to begin conversations about it.
* I need to speak with one of my team members about their performance. It’s been dropping in recent weeks and the rest of us have to cover the gaps and smooth out the mistakes. I was hoping that it was just a temporary issue but I’m not so sure now. I really like this person but I can’t ignore it anymore.

**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. For this workshop, these are needed in the ‘Moments of vulnerability’ section.
* 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**  **Work sheet**  **Flip chart**  **Pens**  **Blu tack** | **WELCOME AND INTRODUCTION**  **Welcome and introduction to the workshop (Slide 2)**   * Be Inspired To Think Differently: Leadership Paradox: Courage vs. Vulnerability. * This workshop is built around the Performance Accelerators pillar of “Be Inspired To Think Differently”. * It complements the Performance Accelerators sessions of (Re) Discovering Your Brilliant Self (employee) and Leading By Example (managers). * This workshop forms part of a suite of five Think.Do.Sprints.; the next series of workshops to continue and build on the theme of performance management to be the best version of ourselves (every day) by having brilliant conversations each 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)**   * Great leaders are very self-aware: they recognize their unique strengths, what their purpose is, and are willing to express their weaknesses, mistakes, fears and behaviors. * They aren’t afraid to show a side of them that isn’t expected or taught. This honesty to disclose more about themselves, to be human and to share vulnerability at times, builds a deeper foundation of trust gives others permission to do the same. * In this session, we will explore how to discover your own personal leadership courage to build resilience and credibility through openness with others. * This workshop will explore how to have better conversations every day where you show up and are seen by others – the real you, the one that is authentic and courageous, able to drive the performance of self and others. We will focus on leading with purpose and intent to ensure the best outcomes.   **Session outcomes (Slide 4)**   * By the end of this session you will:   + Recognize when vulnerability builds credibility and connection, and how you can develop your openness and trust with others   + Identify the qualities and strengths of your leadership courage   + Explore your purpose and lead from this with courage   + Use courage to help yourself and those around you stay resilient during change   **The plan for the next three hours (Slide 5)**   * Leadership paradox: courage vs. vulnerability * What we can learn from artists * Moments of vulnerability * Courage Manifesto * 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 artist you connect with and why.   **FACILITATOR NOTE:** Capture the names of the artists and the rationale for the connection on a flip chart.  **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**  **(10 mins)**  **Slides**  **8-17**  **Post-it notes**  **Pens**  **Work sheet**  **0:30**  **(10 mins)**  **Slide 13**  **Work sheet**  **0:40**  **(15 mins)**  **Slides 14-15**  **Work sheet**  **0:55**  **(15 mins)**  **Slides 16-18**  **Work sheet** | **LEADERSHIP PARADOX: COURAGE VS. VULNERABILITY**  **Who is a leader? The difference between personal and positional power (Slide 8)**   * Most people believe that only a few people within organizations are leaders, but this is not the case. A leader can sit within an organization at any level, fulfilling any role. Why? Because a leader is anyone who influences others to take effective action using their personal power. A leader at their best is anyone who inspires others to take courageous action. * A manager by contrast is described as someone who optimizes the use of resources and organizes systems and processes, using their positional power. A manager at their best enables people and resources to fulfil their purpose. * Both leadership and management are vital to the success of any business. They are complementary and overlapping concepts needed to ensure real success. * We need to be able to make our complex organizations reliable and efficient (management) and we also need them to be able to progress into the future at an accelerated pace (leadership). * We all have a capability and capacity to lead.   **What is courage? (Slide 9)**   * Cambridge Dictionary: noun: American English: the ability to control fear and to be willing to deal with something that is dangerous, difficult or unpleasant. * Collins Dictionary: noun: American English: the attitude of facing and dealing with anything recognized as dangerous difficult, or painful, instead of withdrawing from it; quality of being fearless or brave; valour. * We are here today to be courageous to think differently about our leadership and every day conversations that matter, to achieve greater success / results / performance. * Good and great leaders have recognized that in order to be successful they must show courage at certain times. They must be ready:   + To lead organizations through change and in the face of uncertainty,   + To manage others in times of ambiguity and complexity,   + To express emotions when it really matters,   + To share discomfort when doing things differently. * During times of change this focus on courage allows them and those around them to remain resilient, as they share more about how they are feelings and how they are coping. This also means they are more likely to ask for help or assistance. * They recognize they have to disclose more of themselves to achieve greater things. * They recognize that being open, honest and transparent about their short-comings, fears, weaknesses, behaviors and mistakes shows great courage to those around them and builds authenticity and trust; they show up and are seen fully by all. * Being credible in the eyes of others forms trust. The foundation of trust is credibility; this can be a real differentiator for any leader. * A person’s reputation is a direct reflection of their credibility, and it precedes them in any interactions or negotiations they may have. When a leader’s credibility and reputation are great, it enables them to establish trust fast and make strong connections with others. * Vulnerability-based trust is the corner-stone to a high-performing, cohesive team – reference Lencioni. If you live by your leadership courage you will be able to achieve great things for yourself and those you work with and for. (Slide 10) * Dr. Brene Brown – a research professor at the University of Houston, has spent several decades studying courage, vulnerability, shame and empathy, notably the impact on leaders and leadership of the future. * Brown believes that if you are not vulnerable at times as a leader, you are inauthentic and this leaves you living in a perpetual state of denial and stress. You are not able to trust others on a fundamental, emotional level and you are not comfortable being vulnerable in front of other people. This can have a big impact on how we converse with one another every day, and how we achieve success / results / better performance.   + “Courage is to tell the story of who you are with your whole heart.” (Slide 11)   + “Vulnerability is not weakness; it’s our greatest measure of courage.” (Slide 12) * Leaders do however need to be mindful of purposeful vulnerability without boundaries. This is when individuals can be seen as attention seeking or seen as desperate. It is best to share candid information that leaves you vulnerable only with people who have earned the right to hear and know this information. * This is a fine balance everyone needs to navigate with care. Enough vulnerability to create authenticity, trust and the desired result you want or need, but not too much vulnerability that then creates inauthenticity in your leadership. * So what can we learn from this thinking? How is this expressed in our industry?   **WHAT WE CAN LEARN FROM ARTISTS (Slide 13)**   * Successful artists are inspired by their personal experiences in life to craft songs and music that exposes their vulnerabilities. They are candid and open when describing their mistakes, fears and insecurities. They show up and are seen by millions on a world stage. * As the audience, we connect with them and the lyrics speak to us. Great songs are successful because the artist is courageous in sharing who they are with their whole heart.   FACILITATOR NOTE: Reference the warm up exercise of the artists that we connect with. Encourage attendees to consider the artists they connect with and explore the reasons behind this, linked to Courage vs. Vulnerability. Use the worksheet and complete box number 1.  **MOMENTS OF VULNERABILITY (Slide 14)**   * It’s now our turn to consider how being courageous and embracing vulnerability, particularly in conversations that count, might allow us to show up and be seen. And how this will lead to more authentic and purposeful leadership and influence of others. * This exercise is for you to practice sharing more about yourselves (disclosure and vulnerability) and to identify the qualities of your personal leadership courage.   **FACILITATOR NOTE:** Ask each attendee to take some post-it notes and write down a time when they have shown vulnerability or been vulnerable. This will be different for everyone – what it is for you? How does vulnerability or courage show up for you? Use the worksheet and complete box 2.  **FACILITATOR NOTE:** Pre-prepare examples on post-it notes to begin the process of sharing examples of vulnerability and stick them to the wall. For example:   * Sharing an idea but feeling fearful of it being rejected or laughed at. * The first date after my divorce. * Taking responsibility for something I have done wrong. * Admitting someone else was right. * Taking a penalty (in sport). * Being put on the spot to respond immediately. * Receiving feedback that hurt. * Feeling exposed because I don’t have all the answers.   **FACILITATOR NOTE:** Capture all post-it notes on a wall and display these moments proudly and without judgement. Allow a few minutes for a gallery walk and silent reflection, during which time everyone reads the experiences of others.   * In pairs and trios, discuss the qualities that are being demonstrated by each other at these moments of vulnerability. What qualities resonate for you, and how should these be embraced in your leadership and purpose? Use the work sheet and complete box 3. ( Slide 15) * For example: I can admit that I am wrong and someone else is right in a particular situation. Therefore, the qualities I know about myself are: I am able to respect their point of view and understand their value; I am able to acknowledge them without filters and judgement; I am able to sit with discomfort; I am able to ask for help; I am able to change my approach to consider the approach of others; I am able to let get of my own agenda; I am able to show humility.   **FACILITATOR NOTE:** Each attendee to write down 3-5 qualities that they recognize, to help support their purpose in leadership and life in general. Use the work sheet and complete box number 3. (Slide 15)   * These identified qualities (for each of you) may be similar or different to others in the group. This is fine. We are all unique and different, and have different qualities that we must identify and utilize to the best of our ability; to truly play to our strengths and exhibit these in our day-to-day interactions and conversations. * These will strengthen our understanding of our purpose, values, mindset and behaviors; thereby increasing our self-awareness and our ability to perform at our best.   **COURAGE MANIFESTO**  **How to show up and be seen more (Slide 16)**   * With this new insight of the qualities regarding your own personal courage, what can we do to show up and be seen more?   **FACILITATOR NOTE:** Share Dr.Brene Brown’s Daring Leadership Manifesto as stimulus for attendees to craft their collective Courage Manifesto. Use the work sheet and complete box number 4 and 5.   * We are now going to craft our collective Courage Manifesto, to enhance the culture of courage at Sony Music. What are the qualities and behaviors we collectively want to start to demonstrate and practice to improve the strength of our courage? (Slide 17)      * Consider the following to help you collectively write your courage manifesto. (Slide 17)   + What do we stand for?   + What’s our purpose?   + What do we want to be known for?   + When others’ see us coming towards them, whom do they see?   + How can we disclose more of ourselves to others?   + How will we show up and be seen (more) by others? * Let’s now share what you have created together. * Remember it's important to do this at a team level to know what we stand for as a group, but then it’s important to continue the work as individuals when we return to our desk and day-to-day working lives. We need to role model the behaviors we want to see in our culture, and we can start to demonstrate these now.   **In summary**   * Now we have given you time to consider leadership courage 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 conversations every day where you show up and are seen by others – the real you, the one that is authentic and courageous, able to drive the performance of self and others. We want you to lead with purpose and intent to ensure the best outcomes. * “Courage is asking for what you need.” Dr.Brene Brown. (Slide 18) * 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 19-20**  **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 19)   * You will now work in trios, to help one another solve your 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 20)   * 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 21**  **Work sheet** | **ACTION PLANNING (Slide 21)**   * We are now going to give you some time to reflect on your peer coaching 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.   **FACILTATOR NOTE:** Hand out the conversation action-planning tool (A3 work sheet). |
| **2.50**  **(10 mins)**  **Slides 22-23** | **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.   **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 22)   * 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 23) |
| **3.00**  **Slide 24-25** | **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 24).  **FACILITATOR NOTE:** Use slide 25 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.