



**Change the conversation.
Change the climate.
Change the results.**

The Charity Learning Consortium

November 2021

Your session overview

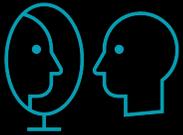
- Introductions
- The CLC Leadership Framework
- The current landscape
- Initiative overload
- What's the answer?
- The Performance Formula
- Facing into the challenges
- Leading versus influencing
- The takeaways!
- Q&A

“One good conversation can shift the direction of change forever.”

– Linda Lambert

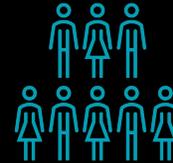
CLC Leadership Framework

Leading Self



- Mindsets
- Understanding my behaviours
- The best version of me

Leading Others



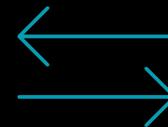
- Creating purpose
- Inspiring your people
- Creating the right team climate

Leading Performance



- Skills and behaviour coaching
- Effective feedback
- Courageous conversations

Leading Change



- Reacting to change
- Building change agility
- Change leadership

Initiative overload anyone?

Are you...



...trying to keep your customers happy and engaged?



...working on becoming more agile, resilient and future-focused?



...struggling to increase the pace of change around DE&I?



...a victim of the great resignation and battling to retain talent?



...failing to meet ambitious growth targets with moving goal posts?



...chasing competitors with innovation and bringing new products to market?



...trying to navigate the complexities of leading remote or hybrid teams?

And that's just a few examples...

Many organisations are busy trying to solve multiple challenges with standalone initiatives. Their intent is great, but they're often not joined up and lose momentum through overlap and confusion.

The result? Resources are wasted or stretched, people disengage, and nothing changes.

There is a far easier solution.

One that leaders can get their arms around and act on.

“The brutal fact is that about 70% of change initiatives fail” HBR

(and more recent research is suggesting that figure is now 75%)

We have the key

...and it unlocks the long-established relationship between profitability, customer loyalty, employee satisfaction, and productivity.

“A 5% increase in customer loyalty can increase profits from 25% to 85%.”

Reicheld



Inclusion is the answer...



Joining the dots between an inclusive culture and business performance

The People Performance Formula is the answer, and it all comes down to how people are lead and the climate they operate in.



“What leaders say and do makes 70% difference as to whether an individual reports feeling included”

Harvard



The ability to engage
in **meaningful** and
purposeful
conversations is your
most valuable
resource.

“

Speak in such a way that others love to **listen** to you. **Listen** in such a way that others love to **speak** to you.

- Anonymous

”

What conversations
do you have that
can be challenging?



Saying no
Hybrid
Performance
Managing boundaries
Negotiating
Goal-setting
Feedback
Inclusivity
Coaching
Unfairness
Collaboration
Lack of recognition
Asking for support
Change



Leading vs influencing

Leadership is defined as;

- “a **process** of social influence, which maximises the efforts of others, towards the achievement of a goal”
- “the **art** of motivating a group of people to act toward achieving a common goal”
- “the **action** of leading a group of people or an organisation”

This is NOT simply about hierarchical position or leveraging positional power.

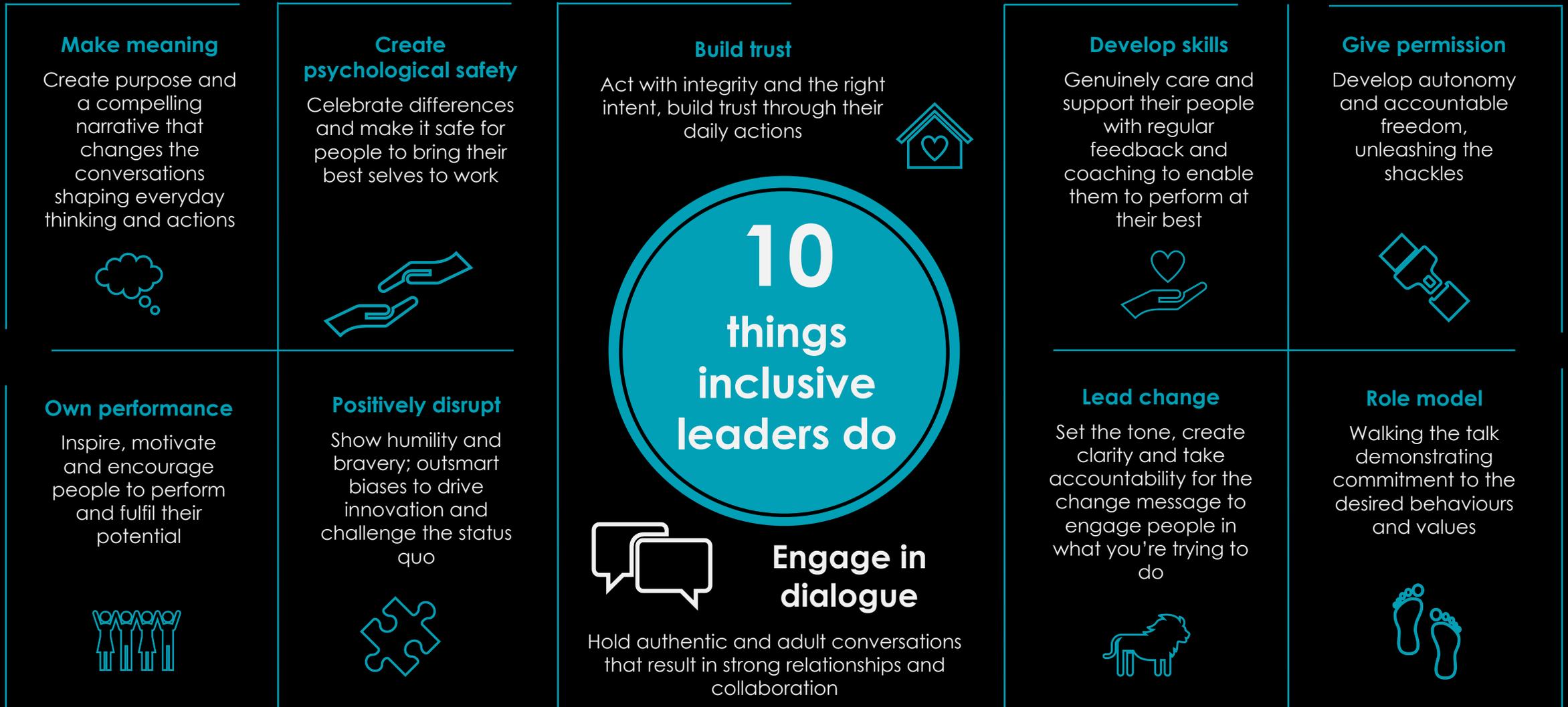


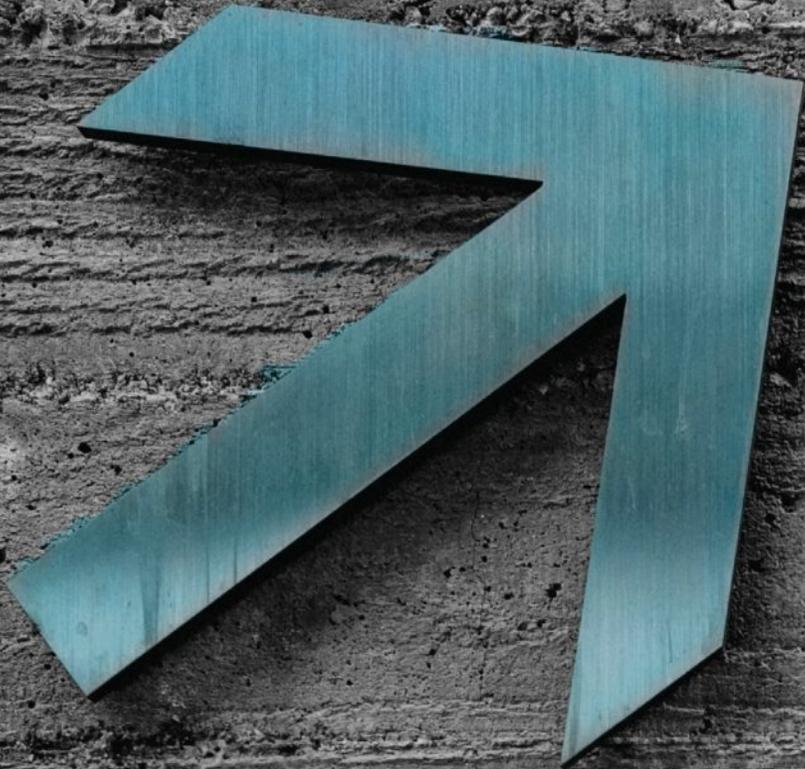
“Communication to a relationship, is like oxygen to a life. Without it, it dies.”

- Tony A. Gaskins Jr.

People are inspired to action through great 'leadership'

The skill of engaging in meaningful and authentic dialogue is key at every step.





Setting your
conversations up
for success...

Tips for effective dialogue

Preparation checklist – Things to consider ahead of the conversation itself

- Check your true intent
- Environment
- Is the timing right?
- Think about their state, and your own
- Curiosity – be open to the other person's perspective

Mindset –
What is your intent?

- Transparency
- Accountability
- Curiosity
- Compassion

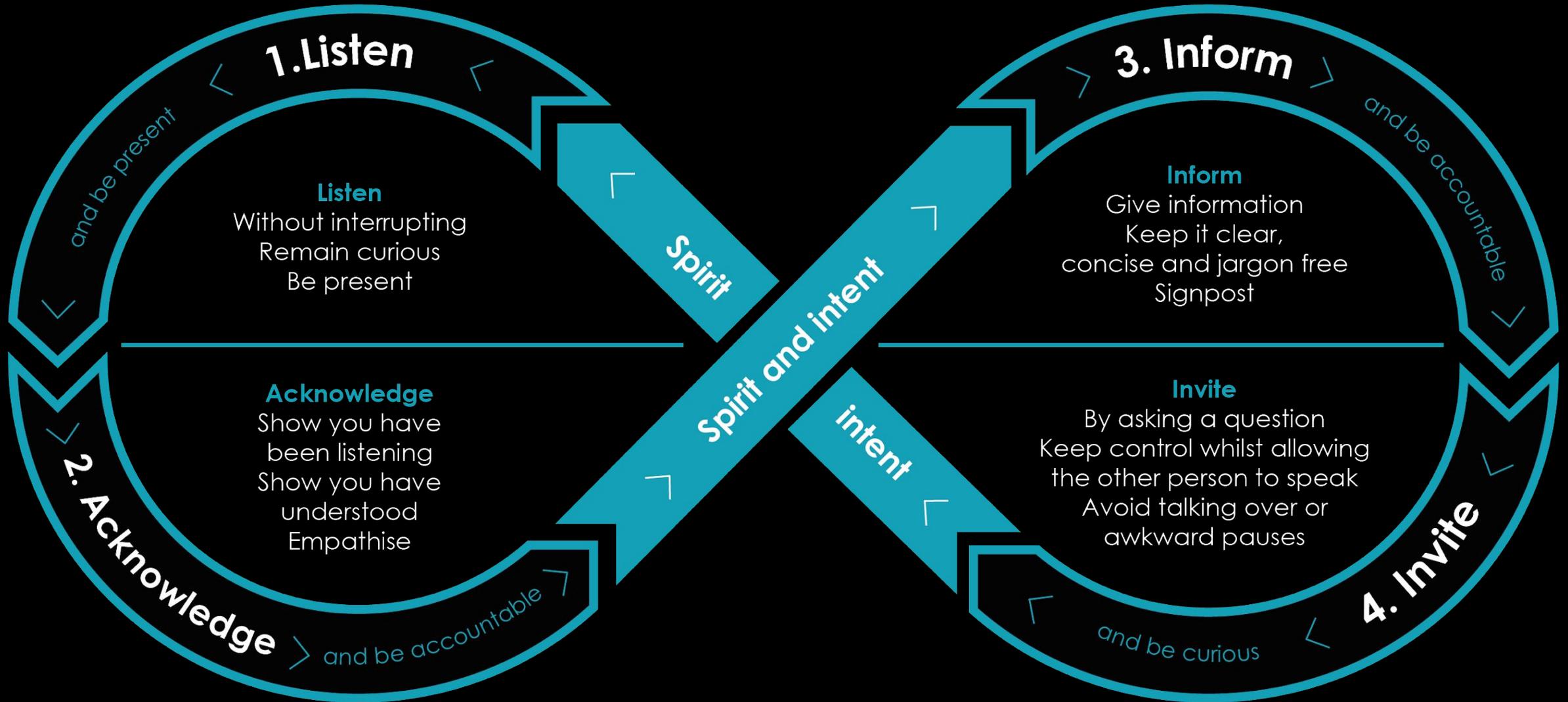
Behaviour –
What is your strategy?

- Genuine communication – State views, ask genuine questions, share all relevant information, agree what important words mean, explain reason and intent
- Test assumptions and inferences
- Focus on interests, not positions
- Agree ways of working –set clear expectations, PCCR (Purpose, process, content, commitment, review)
- Discuss undiscussables

Results –
What is the outcome?

- Increased understanding
- Increased trust
- Increased learning
- Increased effectiveness
- Positive cultural impact
- Increased level of personal fulfilment
- Stronger relationships
- Higher engagement

Tips for effective dialogue





Q&A



Miranda Cain

07775 920 942



Lee Jones
Lee@elev-8.co.uk
07730 035 978