WELCOME BACK! Answer the questions in chat!

1. Did you try the 1-10 check-in last week? Say "yes" or "no" in chat!

Be ready to give a brief review of how you applied the tool.

Your thoughts?

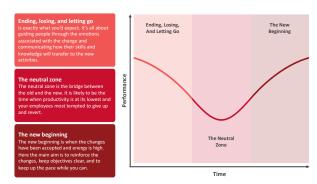


BREAKING NEWS

We Added 2 New Tools in Learning Quest Conversation 1



The Bridges Transition Model



The Bridges' Transition Model was created and developed by change consultant, William Bridges, and was published in his 1991 book "Managing Transitions." This model focuses on transition (the emotional reactions throughout a transition), rather than change. William Bridges described the change as situational and is an external event that happens to people from outside, while the transition is internal and psychological that is an individual's reaction to change.

The model highlights three stages or phases of transition that people go through when they experience change and gradually accept the details of the new situation in an organization.

These phases are: 1. Ending, Losing, and Letting Go; 2. The Neutral Zone; 3. The New Beginning

Questions to Ponder:

- 1. Where are your people in the transition process and how can you move them toward new beginnings?
- 2. Where are YOU in the transition process and how can you move toward new beginnings?

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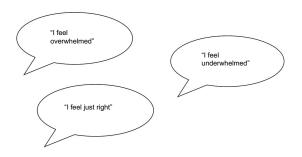
A Helpful Tool to Assess Workload Well-Being

This tool can be useful to understand how people ae currently managing their current workloads. Use this approach to:

- · assessing equity when you delegate tasks
- · provide support to those who are feeling overwhelmed
- · shuffle projects or delegate more tasks to those feeling underwhelmed
- acknowledge those feeling "just right."

The question: How are you doing with your current workload? or How are you feeling about the workload on your plate right now?

Often, the leader will model a response by answering honestly, allowing others to do the same



Next Steps

- Discuss ways the overwhelmed person can get additional help. Ask, who can help with this?
- Discuss how workloads can be redistributed to those feeling underwhelmed.
 Ask, what can you take on?

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And... Download an Additional How-To Tool

- Manage others at every stage of change
- ✓ Is this useful?



Managing Others Through Change

Change is an event that is situational and is external to us. It gets announced...you read about it in a memo...you can see it on a calendar. Transition is an internal reaction to change.

Transition is the gradual, psychological orientation process that happens inside as we learn to adapt to the external change event. You can help others adapt to change by identifying which change step they are in, and make a strategy to help them move toward new beginnings:

Steps	Focus	Strategy/ How to manage
Ending	What is being changed and how do employees feel about this change? Outline how you will present the change to employees and mitigate negative emotions.	Change leaders can manage employees who are in this stage by showing empathy toward the emotions of employees and effective and timely communicating the purpose and extent of change. They should also have a dialogue with employees and discuss the advantages of change. They should inform employees of the purpose, picture, plan and their part in fulfilling the plan for change.
Neutral	What are you going to do to ensure clarity and assist employees in the post-change environment? Outline how managers will frequently meet with and set small, easily attainable goals to motivate employees.	Employees need time to settle their emotions. They need honest feedback about new realities and changes made at the organizational level. Organizations can give training to employees on new procedures, roles and responsibilities. Employees need space and a chance to experience the changes as a positive experience and encourage new ways of doing work.
New Beginnings	How are you going to reward employees for all their effort in the difficult time? Outline how managers can communicate and share the successes that are a result of the change.	This is the time to celebrate and appreciate the hard work of employees and how successfully they have entered into this change. The lesson learned from this transition from the end to the neutral zone to this new beginning must be shared and reflected upon so that the change is sustained in the organization. It is also a time to help get other employees who are still struggling to move forward from the previous stage.

NOTES:

The **Bridges' Transition Model** was created and developed by change consultant, William Bridges, and was published in his 1991 book "Managing Transitions." **This model focuses on transition** (the emotional reactions throughout a transition.) **rather than change**. William Bridges described the change as situational and is an external event that happens to people from outside, while the transition is internal and psychological that is an individual's reaction to change.

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Page 1 of 1



Welcome Back: Your Facilitators

- ✓ Dr. Sue Cain
- ✓ Kathleen O'Connor

Go to:

https://www.corplearning.com/blakes/ and download your toolkit

Please turn your cameras on







Kathleen O'Connor

Leadership Conversations that Matter Calendar

Conversation 1:

Leading Effective Communication and Efficient Meetings:

What are the challenges of leading in our hybrid environment?

Conversation 2:

Connecting and Collaborating Effectively in the Hybrid Environment: How can we strengthen our working relationships and foster openness and respect?

Conversation 3:

Building Performance Capabilities in the Hybrid Environment:

How can we reinforce well-being?

Conversation 4:

Delegating Effectively:

How can we ensure equality and inclusion when we delegate?

Conversation 2

Connecting and Collaborating Effectively in the Hybrid Environment: How can we strengthen our working relationships and foster openness and respect?

Agenda

- Icebreaker
- What research says about connecting and collaborating in the hybrid environment
- What Blakes leaders are saying about leading right now
- Useful tools: The Authentic Leader Tip Sheet
- The 4-P Change Model
- Fist-to Five Model
- ✓ Watercooler Discussion
- ✓ Next steps: Take the survey and this week's challenge
- Try a quick watercooler example

Icebreaker

Zen Counting: How is this like the collaborative challenges we face in the hybrid world?

Your thoughts?



Agenda

Icebreaker

What research says about connecting and collaborating

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Current Research: It Starts with You

This is a tool in your toolkit, based on a study located in your resources area



Google looked at the importance of being an authentic leader to assure connection and collaboration:

Four important behaviors

Enable Mutual Trust: Show respect and honesty

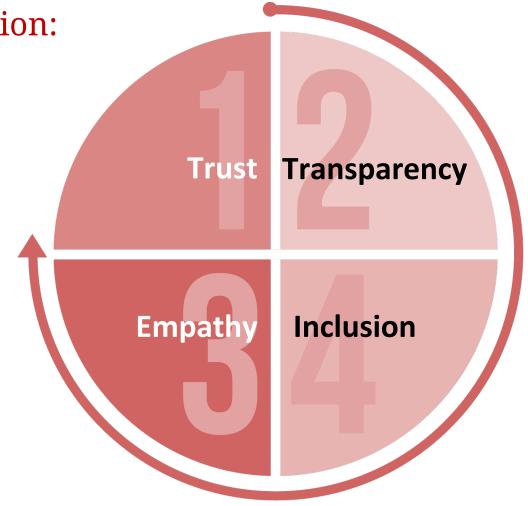
2. Practice Transparency: Share information and over-communicate

Use Empathy:

Focus on the unique needs and abilities of each employee

Act Inclusively:

Be aware of proximity bias and work to build community

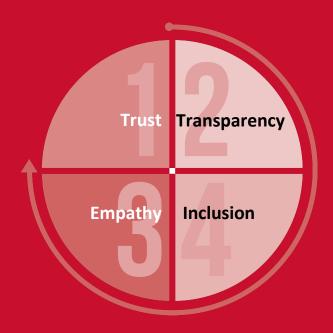


Current Research:

Connecting and Collaborating in the Hybrid Environment

- ✓ HBR found that leaders who create the time and space for hybrid teams to network online and in-person can help repair the sense of connection lost with remote work.
- Employees are also finding ways to recreate the value of short hallway conversations, with a rise in 15-minute ad-hoc calls, which now make up an amazing 60% of all team meetings.
- ✓ Today we will talk about ways to build relationships and inclusion so that all employees feel connected and collaborative.

Your thoughts?



Take the Poll to Assess Your Authentic Leadership Skills:

Your thoughts?



Agenda

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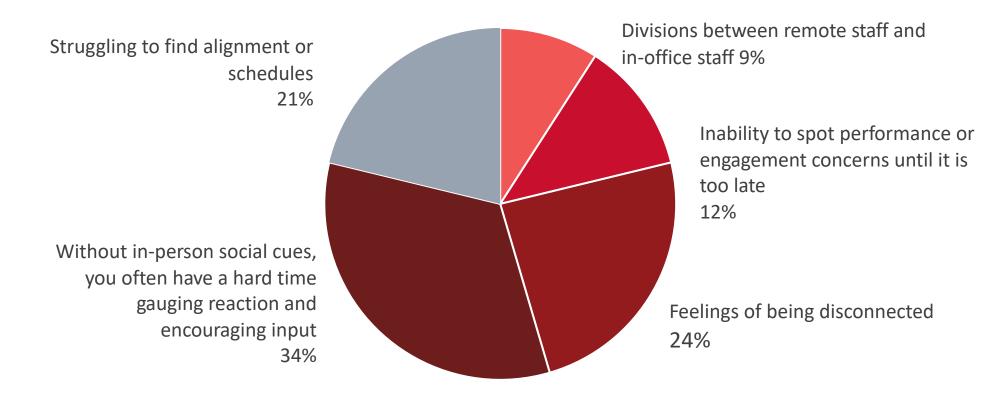
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What Blakes Leaders are Saying...

Survey Results:

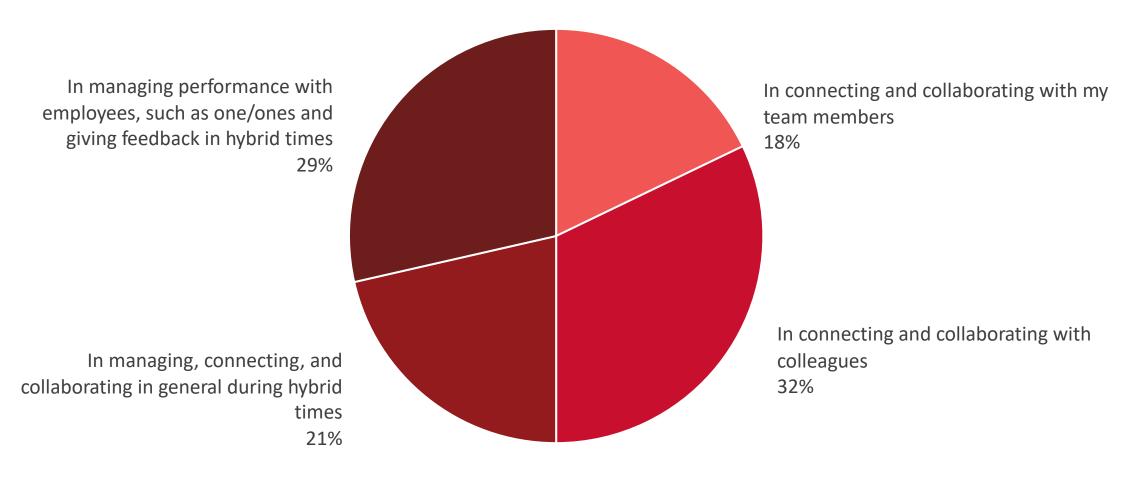
1. What are some of the challenges that you have faced when it comes to connecting and collaborating with your team?



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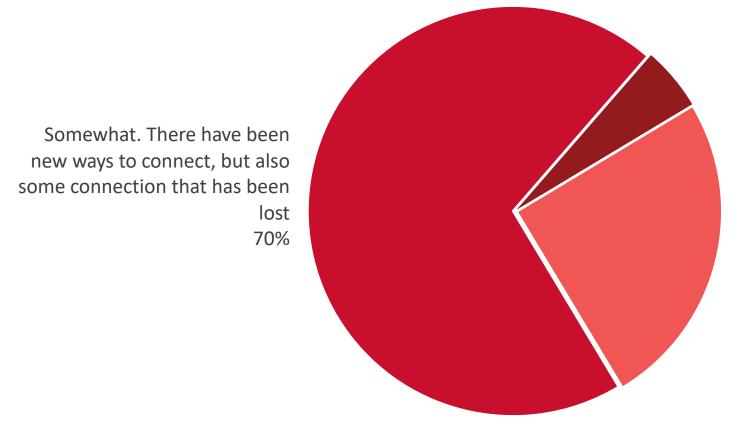
Survey Results:

2. Where would you say you need to improve the most in connecting in the hybrid environment?



Survey Results:

3. Has the hybrid environment provided any new opportunities to connect and collaborate more effectively with team members or colleagues?

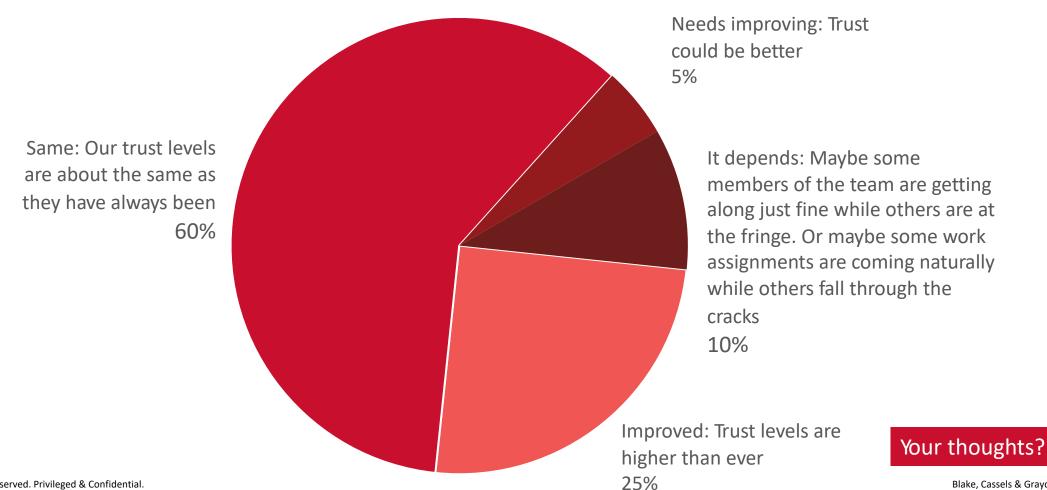


Not much, I feel that the hybrid environment has diminished collaboration and connection with my team 5%

Yes, working in the hybrid environment has increased my repertoire of skills and tools for collaboration 25%

Survey Results:

4. Describe your team's ability to build and maintain trust since working in a hybrid environment.



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Use the 4-P Model to Clarify Expectations

This 4-step plan asks leaders to construct steps to identify change and communicate it to others.

The plan allows you to:

- ✓ Clarify the purpose of the project or change
- ✓ Include a descriptive **picture** of what the future looks like
- ✓ Define the **planning** steps needed to accomplish the change
- ✓ Assign a specific role or **part** to each team member to fulfill the plan



Helping Others Through Change

The 4P Change Model helps leaders tell the story of change. This four-part plan asks leaders to construct steps to identifying change and communicate tit o others The plan includes to the purpose of the change(s), a descriptive picture of what the future looks like, the plan and steps needed to accomplish the change, and the specific role or part each will play to fulfill the change plan:

The 4P CHANGE MODEL

PURPOSE

Describe why you are making the change.

PICTURE

Describe what the future will look like.

PLAN

Describe the steps you need to take to get there.

PART

Describe the part you or others will play; specify your requests.

NOTES:

- Make certain that you answer these core questions about the change you are addressing: Why, what, how, and who.
- Immerse others in the compelling story of the changes you are envisioning. Ramp up the excitement and draw others into the possibilities and benefits that the change will create.

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Use the Editable Template to Blueprint Ideas

The 4P **CHANGE MODEL**

Let's try an example!

PURPOSE

Describe why you are making the change. You want to help your people hold more effective hybrid meetings that balance social connection with business outputs

PICTURE

Describe what the future will look like.

You will suggest using an agenda so people know what to expect, and you will suggest 1-10 check-ins to gauge how everyone is doing

PLAN

Describe the steps you need to take to get there. 1. Write and send agenda out

2. Ensure a balance of time on the agenda for social connection and business content

PART

Describe the part you or others will play; specify your requests.

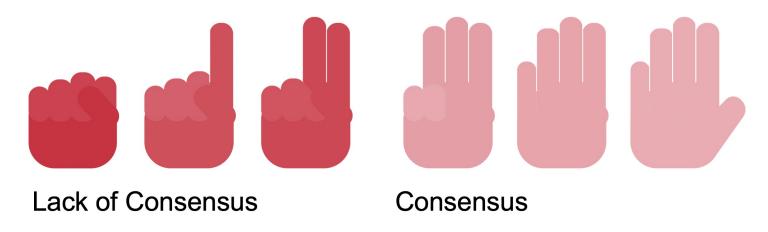
You will ask your team to consider using an agenda for regular or huddle hybrid meetings and ensure they know how to conduct the 1-10 check-in

Your thoughts?

Fist to 5: Get Instant Feedback in **Hybrid Meetings**

Tool Alert! This is a tool in your toolkit





No way! I'll block this.

I see MAJOR issues we need to resolve.

I see MINOR issues we need to resolve now.

I see MINOR issues we can resolve later.

I am fine with this as it is.

I love this! I will champion it! For people with a 1-4 fist, ask about issues and concerns that need to be addressed and offer support or information as needed.

✓ For 5's ask what made their response a 5?

Try This! Be Ready to Give a Fist to Five to These Questions

1. How ready are you for winter?

2. How excited are you to see the Montreal Canadiens win this season?

3. How would you feel about hosting Thanksgiving this year for your extended family and friends?

We've Saved the Best for Last: Make Connections at Work More Meaningful

- ✓ Create a slide and ask people to share answers to interesting questions
- ✓ We will be trying an example to close the session



Leadership Conversations

Hold a Hybrid Watercooler Discussion

Here is a tool for bringing people together by creating social connection. Water cooler conversations allow your remote team to take a break from work to:

- Have personal interactions with one another and strengthen bonds between remote and in-office team member in a less stressful environment
- Allow people who don't work directly with each other to connect
- Bounce ideas in a casual setting
- · Create a sense of community

How to Hold a Water Cooler Discussion

- Lockdown a platform Teams or Zoom if hybrid/simple slides if co-located
- 2. Create slides with compelling questions (not too personal, yet provacative and interesting to help people get to know each other or practice collaboration or problem-solving a business issue
- 3. Decide if the discussion will be a single evern tor short slides intersperse within your normal meeting slides
- 4. Formulate conversation topics
- 5. Enjoy and engage

Virtual Watercooler Topic Ideas

Take this opportunity to prepare topics that will support your team's sense of social connection and allow the team to think together. The topics should be of interest to all and present a stress-free opportunity to share. Here are several water cooler questions to pose for your team to discuss:

- Focus on a company announcement or policy and add "How can we be successful in supporting this (announcement/initiative/policy)?"
- Use the 1-10 Check-in tool to allow people to share how they are doing, and add, "How can we help get you to a 10?"
- Use the "Fist to Five" to ask a question and discuss the feedback.
- · Have a "creativity jam" and brainstorm ideas to share around a specific goal.

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Series of Best Practice Tips for Watercooler

- Don't force anything. Invite people to participate and allow those who don't want to to opt out.
- Merge watercooler moments with regular meetings. Offer mini watercooler conversations that pop up during the meeting and let people take a brain break.
- Ensure informality and foster a relaxed approach to the watercooler discussion.

Some topic ideas are:



- Share a recent success
- Create a debate on the best Thanksgiving side dish
- Brainstorm best options for a problem at work
- Gather opinions on a change that's happened at work
- Ask people to share a skill they have that others admire.

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Try a quick watercooler example and try it via Menti.com!

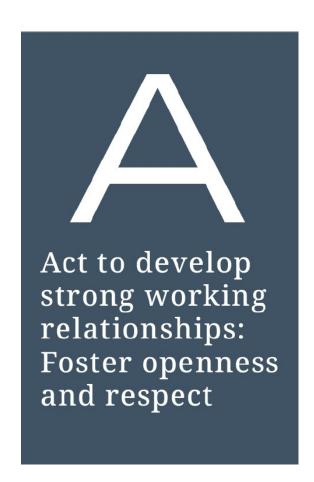
Next steps: this week's challenges



Try the Fist to Five model and tell us how it went!

Complete survey 3!

Complete an Action Plan



Act

How can you strengthen your working relationships and foster openness and respect?

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Try a virtual watercolor discussion: if you were a talk show host who would be your first guest?

Leadership Conversations that Matter



Q&A Session

