





MAKO Conference
 Tuesday, April 16, 2019
 12:15pm to 1:15pm
 Branson Hilton Convention Center
 Branson, MO

Designed & Facilitated by:
 Dr. Steven Swafford, IOM
 Los Angeles/Eugene/Washington DC/Boston
 www.leadershipoutfitters.com




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3 Lenses When Sharing an Idea


Logical Approach
 Appeals to reason. Your idea is based on the best choice of action based on data and the benefits of the action. Can include an organizational or personal approach.

Notes:




Emotional Approach
 You appeal to individual goals or values. There is a clear vision that the other party can support. You describe the action needed with enthusiasm and share the passion or unique need. You make the appeal using a story.

Notes:



Cooperative Approach
 You build a connection between you, the person you want to influence an others, to get support for your proposal. Working together to accomplish a mutually important goal means you're extending a hand to others in the organization. It is an extremely effective way of influencing. Building cooperative connections may involve collaboration (figuring out what you will do together), consultation (finding out what ideas other people have) and partnerships/alliances (drawing on whoever already supports you or has credibility you need).

Notes:



<http://www.forbes.com/2011/01/03/influence-persuasion-cooperation-leadership-managing-ccl.html>
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Mental Models, Filters & Bias

Mental Models are "deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action."
(Senge, Peter. *Fifth Discipline Fieldbook*)

Our brains make models automatically. Like a river, our patterns flow continually over the same path, leaving a deeper and deeper mark each time. The deeper the path, the harder it is to change the pattern. (McGehee, Tom. *Whoosh. Business In The Fast Lane. Unleashing the Power Of A Creation Company*)

Mental Models

- Represent our "perception" not what is necessarily real or true;
- Are powerful in their influence over our actions and our responses;
- Prevent us from being open to new ideas, options, or learning.

Bias or Stereotype

A bias -- or what is sometimes called a "stereotype" -- is an inflexible positive or negative prejudgment about the nature, character, and abilities of an individual and is based on a generalized idea about the group to which the person belongs. (Theidemann, Sandra. *Making Diversity Work*)

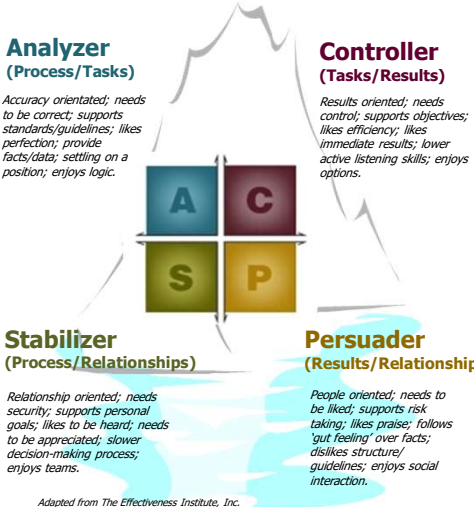
What are our mental models or bias around:

Gender	Profession/Occupation
Generations	Education
Cultures /Ethnicity	Sexuality
Race	Ink/Tatoos
Piercings/Spacers	Military Service
Health/Ability	Geographic
Economic	Faith

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Understanding Behavior Styles Impacts Idea Implementation



Analyzer (Process/Tasks)

Accuracy orientated; needs to be correct; supports standards/guidelines; likes perfection; provide facts/data; settling on a position; enjoys logic.

Controller (Tasks/Results)

Results oriented; needs control; supports objectives; likes efficiency; likes immediate results; lower active listening skills; enjoys options.

Stabilizer (Process/Relationships)

Relationship oriented; needs security; supports personal goals; likes to be heard; needs to be appreciated; slower decision-making process; enjoys teams.

Persuader (Results/Relationships)

People oriented; needs to be liked; supports risk taking; likes praise; follows 'gut feeling' over facts; dislikes structure/guidelines; enjoys social interaction.

Adapted from The Effectiveness Institute, Inc.

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Returning Home Preparing to Present Your Message



What is the idea or change you want to communicate?

Action Steps:

Consider who would be affected by this new idea or change. Then expand that to who those people would affect if they implemented the idea or change.

- 1** Who does the idea affect directly? (**primary**)
- 2** Who would be affected indirectly? (**secondary**)

Who would they affect if change implemented?

What message will you send these folks?
Who can these people influence?

How will you approach them?



- Are you just sharing or convincing someone to implement the idea?
- Will you convene a group to discuss or approach individuals?
- Will you approach those in your immediate area or reach further or higher into the organization?

Why should they listen?

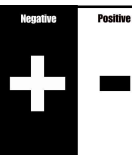
What is interesting about the idea?

What will make a difference to them to "tune in"?

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Evaluating Forces – Force Field Analysis



- Identify where the strongest forces are; identify by cultural areas.
- Evaluate the forces – if driving forces are stronger – use these as good arguments toward achieving the goal. Build actions to address these.
- If restraining forces are stronger – Identify what must be so compelling it will override restraining forces.

Restraining Forces

Things that hold back or block change from taking place

-
-
-
-



Goal/Idea/Position:

Driving Forces

Things that are "pushing" for change or new position


-
-
-
-



Discuss action strategies to eliminate the restraining forces and to capitalize on the driving forces.

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Putting Ideas in to Motion

Instructions:

- Consider an idea or concept you want to address.
- Choose a stakeholder(s) with whom you want to build/improve relations and develop strategies for persuading him/her/them toward a particular perspective.
- Make notes in the boxes on your page then discuss your approach to your stakeholder with the rest of your team.

Establish Credibility Expertise and knowledge Listen to others Track record	Find Common Ground Clarify the benefits Illuminate the advantages Understand others' views	Provide Vivid Evidence Logic and facts Imagery and metaphors Stories and examples Spreadsheets and statistics	Connect Emotionally Show empathy Demonstrate commitment
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Stakeholder: _____


Stakeholder: _____

Stakeholder: _____

Stakeholder Behavior Style and/or Perspective	Establish Credibility How can I build/reinforce my credibility? How can I build trust? (If I don't have credibility and trust, who can I ask to communicate with this stakeholder?)	Find Common Ground Do I understand their views related to this issue? What is in it for them?	Provide Vivid Evidence Does this person prefer hard data, empirical information, examples, or stories?	Connect Emotionally Do I understand the sensitivities involved? How will I show my passion while acknowledging their passion?
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Reactions to New Ideas

Experts say that we react and eventually accept new ideas in a series of stages:

- (1) It is irrelevant to our situation.
- (2) It is relevant, but it is unproven.
- (3) It is proven, but it is dangerous; risky (or scary).
- (4) It is safe, but it is not sellable.
- (5) It will sell. What a great idea!


Dealing with objections step-by-step:

- (1) Is the objection something you were prepared to hear? Is it "institutionalized"? Be ready for what you know will be a reaction.
- (2) What or who is the source of the objection? Is it someone who is always negative? Expand your sphere of idea sharing.
- (3) Is the objection really a question? "It's not in the budget" might really mean "How much will it cost?" Be prepared with answers.
- (4) Is the objection a function of protecting turf, fear of change, or other emotional reaction? Lay a foundation of support, use data, sell the benefits.

*From **What A Great Idea!** by Charles "chic" Thompson, Harper Collins, NY.*

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Setting S.M.A.R.T.E.R. Goals

S Specific
Who, what, when, where?

M Measurable
How will you measure your progress? By when, how much, how many?

A Attainable
The more details in your goals, the more attainable they become. Strive toward reachable goals, and then continue the process and progress.

R Relevant/Realistic
Are you willing, able, and believe you can accomplish this goal? What conditions must exist to accomplish the goal?


T Time Bound
What is the time frame for this goal?

E Exciting
Is there passion behind the goal? What pushes one to achieve the goal?

R Rewarding
What is the end result? How will you recognize and reward along the way?


Smart goals provide ...

•Purpose	What needs to be done?
•Clarity	What the outcome looks like?
•Direction	The path to be followed?



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Sample Template for the Idea Action Plan

Key Area:

Goal/Idea #1:
Actions/Tactics

1. _____
Lead/Assigned to: _____
Action due by: _____

2. _____
Lead/Assigned to: _____
Action due by: _____


3. _____
Lead/Assigned to: _____
Action due by: _____

Goal/Idea #2:
Actions/Tactics

1. _____
Lead/Assigned to: _____
Action due by: _____

2. _____
Lead/Assigned to: _____
Action due by: _____

3. _____
Lead/Assigned to: _____
Action due by: _____



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Our Core Strengths

- Strategic Thinking/Planning
- Leadership Development
- Staff Retreats
- Communication Skills
- Facilitation Training
- Convention Breakouts
- Conference Keynotes



Dr. Steve Swafford, IOM, Balance Warrior + CEO, has worked more than 30 years for and with non-profits, trade associations, and professional societies in areas of strategy, leadership development, communication, membership and executive management. He brings a practical knowledge of strategy and executive leadership with past organizations such as the National Association of Home Builders (NAHB), Club Managers Association of America (CMAA), and American Subcontractors Association (ASA) where he most recently served as the executive director. He is active in California Society of Association Executives (CalSAE) and American Society of Association Executives (ASAE) leadership serving on the Board of Directors; past Membership Committee Chair; past Professional Development Committee Chair (*aka Purple Cow Posse*); Southern California Regional Council; University leadership advisor; and volunteer staff pastor. Steve is also a 15-year faculty member for the U.S. Chamber of Commerce's Institute of Management and serves on the Curriculum Committee for the U.S. Chamber of Commerce. A native of Kansas, Steve has a B.S. in Journalism from Kansas State University; a M.Div. from Wesley Theological Seminary in Washington, DC; and an Ed.D. from Pepperdine University's School of Education & Psychology focusing on Strategic Organizational Change. Steve is Full-Time Practitioner Faculty for Pepperdine University's Graziadio Business School creating courses on organization design, organization behavior, change, strategy, and leadership. He is also co-founder of Leadership Outfitters, LLC.

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