# OUR MANIFESTO





You are human. We are, too. It's OK.



We are already impressed.



Your thoughts, opinions, and experiences are valued and held in confidence.



You are responsible for your own experience. We are responsible to you – not for you.



You belong here. If it's in your experience, you are ready for it and worthy of it.



Be fully present. This is your one and only life. Don't miss it.



Focus. Your brain has limits. Minimize the distractions.



Don't believe everything you believe. Curiosity is your currency.
Stay thirsty.



Think forward. The problem deserves your attention. The solution deserves your energy. Everything is figureoutable.



You can change.
Your results can change.



You have a message and a style of delivering that message that hasn't been given to anyone else. Honor and protect that gift. No. Matter. What.

### **How Productive Are You?**

	Not at all	Sometimes	Often	Very Often
I. I delegate appropriate tasks to others to work more efficiently.				
2. I organize my day to take advantage of natural highs and lows in my energy and motivation.				
3. I actively look for ways to improve the flow of my work, and the way that I approach tasks.				
4. I can maintain focus on one task for a significant period of time.				
5. I spend lots of time looking for information or documents, or locating missing items.				
6. I actively look for ways to avoid wasting time and effort - both for myself and for my team.				
7. I avoid multitasking.				
8. I use the talents, time, and expertise of other people on my team to help get the work done.				
9. I use techniques like skimming and note taking to identify the key points from the documents that I receive.				
10. I use a formal tracking system to understand how I spend my time.				
11. I have a clear plan for dealing with disruptions and interruptions.				
12. The volume of correspondence and documentation that I receive on a daily basis feels manageable.				
13. I promptly address difficult or unpleasant tasks and conversations.				
14. I fully trust the actions and decisions of those on my team.				
15. I am not easily distracted and can concentrate for long periods of time.				
16. I prioritize my day and my tasks so that I easily manage the volume of work assigned to me.				

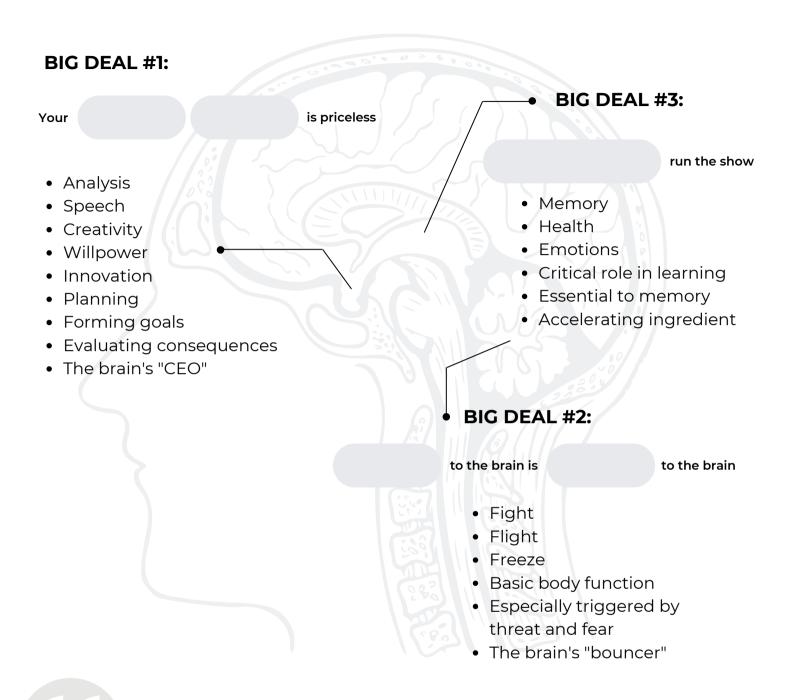
Survey adapted from "How Productive Are You?" www.mindtools.com

# **How Productive Are You?**

	As you discuss your responses, identify your strengths and challenges.  What actions are increasing productivity?
	What actions are hindering productivity?
2	2. What are the costs or consequences of feeling unproductive?
3.	Think of your "perfect" day or week What does the environment look, feel, smell, sound like? What practices, habits, rituals are you doing? What are you not doing? What isn't there?

# **Secret #1 Prepare the Vision**

## **Secret #2: Respect Your Brain**



We aren't thinking individuals who happen to have emotions...we are emotional individuals who happen to think.

- Joseph LeDoux



### **Threat**

The Impact of Threat on Performance	

# The "Top Ten" Threats

1	 	 

Threat is as debilitating to the brain as arthritis is to the body.

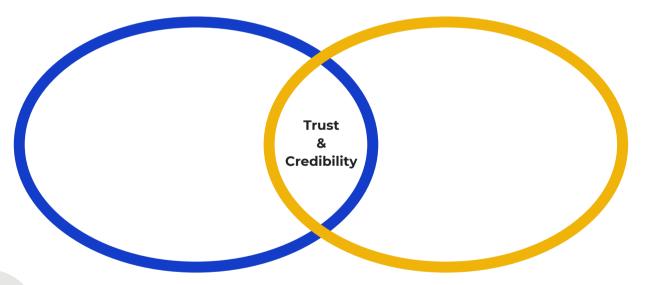
- John Medina



### **Trust**

# Who would you trust to ... and why?

	Name	One or two reasons why
Make financial investment decisions on your behalf		
Represent you in an important meeting		
Hand over your PIN and debit card for safe keeping		
Go into business with you		
Take your child for medical care		
Watch your pets for two weeks		
Share a personal struggle with		



Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships.

- Stephen Covey

# **Organizational Trust Assessment**

<u>Directions</u>: Using a 1 through 4 scale, rate each statement by considering how frequently your organization displays the ability described. There are no right or wrong answers. Try not to spend too much time on any one statement.

Almost Never	Rarely	Often	Almost Always
1	2	3	4

1.	We keep promises and honor commitments.	1	2	3	4
2.	We acknowledge and apologize for mistakes.	1	2	3	4
3.	We are loyal to the absent.	1	2	3	4
4.	We seek to understand each others' needs and concerns.	1	2	3	4
5.	We say what we feel in a way that shows respect for others' opinions.	1	2	3	4
6.	We seek constructive feedback.	1	2	3	4
7.	We are open and honest with information.	1	2	3	4
8.	We involve people in decisions that affect them.	1	2	3	4
9.	We encourage others to openly contribute ideas and opinions.	1	2	3	4
10.	We give credit where credit is due.	1	2	3	4
11.	We share decision making with team members and support the collective decisions.	1	2	3	4
12.	We view mistakes as learning opportunities.	1	2	3	4
13.	We act on information only after hearing and understanding all the facts.	1	2	3	4
14.	Our actions are consistent with our words regardless of the person or our stress level.	1	2	3	4
15.	We communicate clear expectations.	1	2	3	4
16.	We honor confidential and sensitive information.	1	2	3	4
17.	We make eye contact and address one another by name.	1	2	3	4
18.	We promote our team's reputation with others.	1	2	3	4
19.	We are fully present and listen to understand.	1	2	3	4
20.	We stay curious and assume good intent.	1	2	3	4

### **Personal Trust Assessment**

<u>Directions</u>: Using a 1 through 4 scale, rate each statement by considering how frequently you display the ability described. There are no right or wrong answers. Try not to spend too much time on any one statement.

Almost Never	Rarely	Often	Almost Always
1	2	3	4

2.       I acknowledge and apologize for mistakes.       1       2       3       4         3.       I am loyal to the absent.       1       2       3       4         4.       I seek to understand others' needs and concerns.       1       2       3       4         5.       I say what I feel in a way that shows respect for others' opinions.       1       2       3       4         6.       I seek constructive feedback.       1       2       3       4         7.       I am open and honest with information.       1       2       3       4         8.       I involve people in decisions that affect them.       1       2       3       4         9.       I encourage others to openly contribute ideas and opinions.       1       2       3       4         10.       I give credit where credit is due.       1       2       3       4         11.       I share decision making with team members and support the collective decisions.       1       2       3       4         12.       I view mistakes as learning opportunities.       1       2       3       4         13.       I act on information only after hearing and understanding all the facts.       1       2       3       4 <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>						
3. I am loyal to the absent.  4. I seek to understand others' needs and concerns.  1 2 3 4  5. I say what I feel in a way that shows respect for others' opinions.  1 2 3 4  6. I seek constructive feedback.  7. I am open and honest with information.  8. I involve people in decisions that affect them.  9. I encourage others to openly contribute ideas and opinions.  10. I give credit where credit is due.  11. I share decision making with team members and support the collective decisions.  12. I view mistakes as learning opportunities.  13. I act on information only after hearing and understanding all the facts.  14. My actions are consistent with my words regardless of the person or my stress level.  15. I communicate clear expectations.  16. I honor confidential and sensitive information.  17. I make eye contact and address others by name.  18. I promote our team's reputation with others.  19. I am fully present and listen to understand.	1.	I keep promises and honor commitments.	1	2	3	4
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	18.	I promote our team's reputation with others.	1	2	3	4
20. I stay curious and assume good intent.	19.	I am fully present and listen to understand.	1	2	3	4
	20.	I stay curious and assume good intent.	1	2	3	4

# **Trust-Building Tips**

1.	trust.	
	Challenge the play in out in your head.	
	Jse words like ",, and".	
	Oon't withhold	
	Be	
	Demonstrate	
7.	Build a sense of	
8.	always be open to and and	
9.	Oon't be the	
10.	Naintain a mindset - "What do we have here that's good?"	
11.	itay	
12.	reate a hope-"full" environment - communicating "good things happen here."	
13.	Actively create a high trust environment.	
14.	Take responsibility for and ownership of your learning and life" - this is key and must be reinforce	d
(	ontinually. (There is no 'they.' There is only 'me.')	
15.	Give credit.	
16.	dentify how far you can push - yourself and others.	
17.	llways communicate an "I am for you" attitude.	
18.	always set up to succeed - never to trick, humiliate, or belittle.	
19.	dopt the belief that "there is no failure - only winning and learning."	
20.	eep your own motivation and your own emotional state in check.	
21.	live a choice and a voice to promote engagement and ownership.	
22.	actively seek feedback from others and evaluate the feedback evenly so that you do not pay too r	nuch
i	tention to the very negative or to the extreme positive.	
23.	ask employees the conditions in which they feel challenged, intimidated, or overwhelmed.	

24. Actively track the conditions that challenge you and the conditions which you perceive as a threat.

25. Take a break from micromanaging and posturing - there's little return for the effort and time required.

26. Introduce, lead, and manage change visibly, slowly, and deliberately and allow for employee input.

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27. Give the "why" - the purpose of change.

29. Give people a sense of purpose and belonging.

28. Don't allow or tolerate bullying.

30. Honor the absent.

# **Take Care of Your Equipment**

1	

Your brain is the most important piece of equipment on the planet, the technology that will either drive you to greatness or drive you to the grave.

- Sherry Yellin

# **Secret #3: Explore Priorities**

Use an activity log to complete a time audit. Assess where your time is going.

### Examples:

Date/Time	Activity	How I Feel	Duration	<b>Value</b> (High, Medium, Low, None)
4.7	Assemble participant guide	Bored	1 hour	high

Time	Activity
9:00-9:15	Check email
9:15 - 10:00	Team meeting
10:00 - 10:30	Follow up emails
10:30 - 10:45	Checked Instagram

Qì	Quick Wins Q	<b>2</b> Major Projects
	Emergencies	The Main Things
		Valuable relationships and goals
Q3	Fill in's	Non-value add activities
	Other People's Emergencies	Time wasters

Multi-tasking is the ultimate empty-caloried brain candy. Instead of reaping the big rewards that come from sustained, focused effort, we instead reap empty rewards from completing a thousand little sugar-coated tasks.



# **Secret #3: Explore Priorities**

Brendon Burchard. High Performance Academy. http://brendonburchard.tumblr.com. (Great material! Highly recommend)

Before you go to your inbox...

	Project 1:	Project 2:		Project 3:
:ts:	3 big things I must do to move this project forward:	3 big things I must of move this project for	do to orward:	3 big things I must do to move this project forward:
Projects:				
₫				
	People I need to reach out to too	day.	People I'm wait	ing on.
<b>;</b> ;	List the people you have to reach out to today no matter what.		List the people who something from to	o you need move forward.
People:				
P				
	The main things I must complet	e todav no matti	er what	
<u>;</u>	List the priorities and to-dos that must linbox and other people's agendas.	•		efore getting trapped in your
Priority:	inbox and other people's agendas.			
<u>ā</u>				
Praise:	3 things I'm grateful for:		People I can ac	kknowledge or thank:
Pro				

The inbox is nothing but a convenient organizing system for other people's agendas.

-Brendon Burchard

# SOAR



**SEE**: What is the problem that needs to be solved?

**OWN**: How am I creating this? What is mine to own? (and what isn't?)

ACT: What options are available? What actions do I need to take? Who can help?

**REVIEW**: What is the learning?

### **Leverage Strengths**

### Complete a personal SWOT analysis.



**Strengths:** What are you good at? What do other people see as my strengths? Which of your achievements are you most proud of? What do you do better than anyone else? What are your positive habits?



**Weaknesses:** Where could you do better? What expertise are you lacking? What are others doing better? What tasks do you avoid because you don't feel confident in them? What are your negative habits?



**Opportunities:** What are your short-term and long-term goals? What are the trends? What are other people not doing or recognizing? How can you build your network?



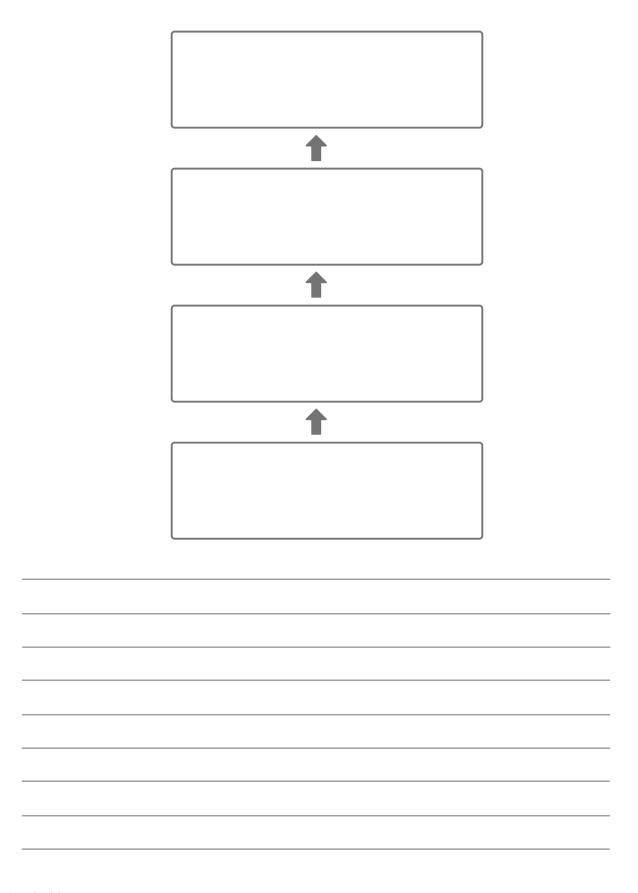
**Threats**: What are the obstacles? What could get in the way? What could keep you from pursuing the opportunities? What boundaries will be important to set?

In what ways can you build on your strengths to accomplish your goals?

What weaknesses or threats are most likely to block productivity?

Currently, what are your greatest opportunities?

# **Secret #5: Examine Beliefs**



### Secret #6: Networks Matter

### 1. Don't be afraid

People are flattered when they know they are appreciated and have something of value to add. Don't hesitate to request friendship with people on social media or to reach out to people via email or phone calls. Better yet - don't be afraid to reach out to people for a face-to-face. Both of you benefit. It's a win-win.

### 2. Diversify

Two of the pitfalls when building and maintaining networks is the tendency to gravitate to people who are like you - with like skill sets - and people in close proximity. Grow your network by connecting people with from different professions living and working in areas outside of your circles.

What kinds of skills and backgrounds do you want or need in your network? What are all of the avenues you can use to make those connections?

### 3. Connect others

Grow your network by connecting other people. Introduce one person in your network to another person in your network. In a sense, become a network broker.

### 4. Make regular contact

Make a list of the fifty most important people in your network. Make contact with two or three a week. That way, you make at last two contacts with each person in a year.

### 5. Pass along information

One way to make contact with your network is through passing along information that may be beneficial to them. For example, pass along an interesting article, tweet, quote, webinar invite, or upcoming conference information.

### 6. Show appreciation

One way to make contact with your network is through sending them a note of encouragement or appreciation. For example, "I just completed a design session and wanted to tell you how much your class on that topic helped me." Or, send along a birthday wish or congratulations for a job promotion or significant life event.

### 7. Utilize social media

Take advantage of social media by "friending" or "liking" your network's pages. Use LinkedIn to make connections and stay in contact or pass along useful information. Comment on your network's blogs. Follow your network on Twitter.

### 8. Leverage expertise

Grow professionally and become more productivity by leveraging the expertise in your network. Most people love the opportunity to mentor others. For example, recently I landed a project that involved a great deal of organizational development skills. I found the most experienced OD person in my network and ran by her my "plan of attack." We reconnected, and my performance was better for it.



### **CLEAR Delegation**

# **Clarity**

What do you want the delegate to do?

1-2 sentence description of what you want done – begin with a verb.

What does "done" look like?

Clearly describe what a win looks like.

What is the "why" of this delegation?

Give any context necessary to give the bigger picture.

### Level

Consider the nature of the task and the skill/experience of the delegate.

1	Do as I say	Do exactly as I have asked.
2	Research and report	Research the delegation & report findings. We will discuss before moving forward.
3	Research and recommend	Research the delegation & make a recommendation after weighing pros & cons.
4	Decide and inform	Do the research, make a decision, and inform me on what you decided.
5	Act and inform	Make whatever decision you think is best with no need to report back.

https://michaelhyatt.com/the-five-levels-of-delegation/

# **Expectations**

What are any essential, non-negotiable requirements or expectations you have? (cost, expectations, etc.)

# **Accountability**

What is the timeline? How would you like to hold each other accountable? List deadlines & check-in points.

# Results

Did you get the results you wanted? What could you improve for next time?

### 70/20/10 Rule of Thumb:

70% of development comes from experience. 20% of development comes from relationships. 10% of development comes from formal learning. Delegating is essential to developing the team. Rather than believe "it's just faster to do it myself," we should believe "it's just faster if I get better at delegating."



### Secret #7: Communicate to Influence

### **Active Listening**

- Listen "for" rather than listen "to"
- Enter the conversation in a state of not knowing
- Listen to learn...not to give advice
- Assist the other person in getting to the "so what" or "real issue" rather than engaging and tolerating long, descriptive stories
- Be more interested than interesting

### **Powerful Questioning**

- Ask questions that reflect active listening and an understanding of the coachee's perspective
- Ask questions that evoke discovery, insight, commitment, and action
- Challenge the other person's beliefs and perspectives
- Ask open-ended questions beginning with "what" and "how"
- Avoid questions that begin with "why"
- Ask questions that move the other person's thinking forward rather than allowing the person to justify, blame, or look backward

Typical Questions	Powerful Questions
One right answer	
Closed ended	
Nested advice	
Looks backward	
Begin with "why"	
Expects an answer	
Points to "they"	

### **Generative Questions**

- What's on your mind?
- What are you trying to achieve?
- And what else?
- What are some reasons why this important to you?
- What have you tried so far?
- How has it worked/not worked?
- What options do you see going forward?
- Sounds like you have a lot of passion around this.
- What about it is making you so upset?
- What solutions have you already tried?
- What is your "go forward" plan?
- What do you see as the best-case scenario?
- What do you see as the worst-case scenario?
- Who do you know is an expert in handling situations like this? What do you think he/she would do?
- What are 2 or 3 options you are thinking about trying?
- Have you faced similar situations? What did you do?
- What do you think the root cause is?
- What additional information do you think you are going to need to handle the problem or situation?
- What input would you like from me?
- How can I support you?
- Tell me more about it?
- If you had a magic wand, what would you want to see changed?
- What would be the consequences if you take action?
- What would be the consequences if you do not take action?
- What's the real challenge here for you?
- What do you want?
- How can I help?
- What was most valuable for you?

### **GROW to Resolve Conflict**



### **GOAL**

### Discuss the desired direction

State the goal of the conversation. State a goal that is compelling to everyone involved. State the goal in the positive (*The goal is to create high trust*) rather than the negative (*The goal is to stop toxic behavior*).

### Agree on the GOAL:

### **Goal Questions**

- What is the perfect outcome?
- If there were no limits, what would you do?
- What is the ultimate goal for this conversation?
- What outcome would you like to create through this conversation?
- What is a goal that is compelling to everyone involved in the conversation?



### **REALITY**

Allow everyone to share what he or she is experiencing. Fearlessly and objectively discuss the current situation. The purpose is not to reach agreement on reality but rather to establish there is a gap between where we are and where we need to be.

### Explore the REALITY:

### **Reality Questions**

- Where are we now?
- What's holding you/us back?
- What are you experiencing?
- What is not working?
- What are current costs/struggles/frustrations?

### **GROW to Resolve Conflict**



### **OPTIONS**

Collaboratively explore options to close the gap between the reality and the goal.

(If you are their leader, set clear performance expectations.)

### Collaborate on OPTIONS:

### **Options Questions**

- What are all of our options?
- What ideas do you have?
- What haven't we tried?
- What can we do differently?
- What has worked in the past?



### **WAY FORWARD**

Decide on the best options and clearly communicate the next steps, responsibilities, and timeline. Set a follow-up conversation.

### Plan your WAY FORWARD:

### **Way Forward Questions**

- What options do we want to take?
- Who will do that?
- What resources will we need?
- How do we hold each other accountable?
- When can we have a follow-up conversation?

Today's accountability drives tomorrow's results.

- Cy Wakeman

# Secret #8: Elevate Your Results Action Plan

Secret to Improving Productivity	Over the next 30 days
1. Plan the Vision	When you consider what you want to do, have, and be What must you focus on over the next 30 days?
2. Respect the Brain	What threats do you need to prepare for? What are specific ways you can build trust? What are specific ways you can take care of your equipment?
3. Explore the Priorities	Which of the planning tools (time audit, eishenhower box, 4p's, SWOT) could you try?
4. SOAR	What is a current problem that you need to see, own, act, and review? How can you move "above the line?"
5. Examine Beliefs	What is a limiting belief you need to challenge?

# **Action Plan**

Secret to Improving Productivity	Over the next 30 days
6. Networks Matter	How can you build or maintain your network? What can you delegate using the CLEAR delegation framework?
7. Communicate to Influence	With whom do you need to have a GROW conversation?
8. Elevate Your Results	How will you ensure accountability?

Follow-Up Webinar:	

# **Accountability Partner**

Plans are only good intentions unless they immediately degenerate into hard work.

-Peter Drucker

Name	
Email	
Phone	
When will we check in?	
How will we check in?	
Which of us will make sure that we check in?	

# Notes



### Resources

### Websites

- www.amenclinics.com
- www.brendon.com
- www.dana.org
- www.masterclass.com
- www.michaelhyatt.com
- www.mindtools.com
- www.neuroleadership.org
- www.sherryyellin.com

### **Podcasts**

- EntreLeadership
- The School of Greatness with Lewis Houser
- The Playbook with Dave Meltzer
- The Brenden Show
- Lead to Win
- Manager Tools
- The Learning Leader

### **Apps and Other Resources**

- https://www.mydesignsuccess.com/time-finder (14-Day Time Finder Challenge)
- https://www.mydesignsuccess.com/mastermind-signup (LEADing Lab Monthly Mastermind)
- https://www.trello.com
- https://toggl.com/track/
- https://www.wecroak.com/

### **Books**

- Achor, Shawn. Big Potential
- Achor, Shawn. The Happiness Advantage
- Amen, Daniel. Making a Good Brain Great
- Benson, Lee. Your Most Important Number
- Bernstein, Andrew. The Myth of Stress
- Brackett, Marc. Permission to Feel
- Brown, Brene. Daring Greatly
- Buchard, Brendon. High Performance Habits
- Canfield, Jack. The Success Principles
- Chamine, Shirzad. Positive Intelligence
- Clear, James. Atomic Habits.
- Dispenza, Joe. You Are The Placebo
- Collins, Jim. Good to Great
- Covey, Stephen. The Speed of Trust
- Crane, Thomas. The Heart of Coaching
- Dweck, Carolyn. *Mindset*
- Dyer, Wayne. The Power of Intention
- Duckworth, Angela. Grit
- Elrod, Hal. Miracle Mornings
- Ferris, Timothy W. The Inner Game of Work
- Galley, Timothy. The 4-Hour Workweek
- · Gardner, Howard. Frames of Mind
- Gardner, Howard. Multiple Intelligences

- Goleman, Daniel. Emotional Intelligence: Why It Can Matter More Than IQ
- Goleman, Boyatzis, and McKee. Primal Leadership
- Grazioski, Dean. Millionaire Success Habits.
- Heath, Dan and Chip. Switch
- Heath, Dan and Chip. The Power of Moments
- Hendricks, Gay. The Big Leap.
- Lencioni, Pat. 5 Dysfunctions of a Team
- Martell, Dan. Buy Back Your Time
- Medina, John. Brain Rules
- Newberg, Andrew and Mark Robert Waldman. • Dispenza, Joe. Breaking the Habit of Being Yourself
  • Patterson, Kerry et al. Crucial Conversations Words Can Change Your Brain

  - Sinek, Simon. Leaders Eat Last
  - Sinek, Simon. Start With Why
  - Sandberg, Cheryl and Adam Grant. Option B: Adversity, Resilience, and Finding Joy
  - Stanier, Michael Bungay. The Coaching Habit
  - Stanier, Michael Bungay. The Advice Trap
  - Wakeman, Cy. No Ego
  - Weisinger, Hendrie. Emotional Intelligence at Work
  - Voss, Chris. Never Split the Difference
  - Yellin, Sherry, PhD. Unforgettable Leadership



### YOUR CULTURE IS OUR PRIORITY.

When we lead, learn, and live the way the brain works best, we achieve unforgettable results with less effort.

### What We Do:

We equip leaders, teams, and high performers to achieve unforgettable results through innovative, brain-based learning and coaching solutions. We partner with clients worldwide to custom design learning and coaching engagements that maximize individual potential, team performance, organizational culture, and bottom-line impact. Our exclusive CRANIUM method combines neuroscience with highly engaging, practical application. Our results include:

- · cultivating strong and trusting relationships
- increasing accountability across the organization
- igniting cultures of inclusion and belonging
- attracting and retaining talent
- achieving individual and team potential
- improving profits and productivity

### What Sets Us Apart from the Competition:

- An evidence-based CRANIUM methodology based on seven principles of how the brain learns best
- Custom design to ensure we provide the right solution for the right need in the right way
- A team of coaches certified by the International Coaching Federation
- · A wealth of practical resources including strategies, tools, and empiricallyvalid individual, team, and organizational assessments

### **Core Capabilities:**

### **Experiential Leadership Development**

LEAD is our signature leadership program. It's an immersive and transformational experience for leaders customized based on the organization's needs, goals, and team members. LEAD is comprised of six stages of content delivered over an extended time, with an approach that integrates the four most powerful development tools: content, coaching, community and connection.

### **Executive Coaching**

Our ICF-credentialed coaches provide comprehensive coaching engagements for executives, leaders, emerging leaders, individual contributors, and teams. We use a number of assessments and 360 diagnostic tools to inform the coaching process.

### **Instructional Design**

We use a collaborative, proven process for designing and developing custom learning solutions including in-person, virtual, and elearning.

### **Professional Development**

We have a library of interactive, engaging workshops on key leadership topics such as interpersonal communication, emotional intelligence, and inclusion that can be offered in-person, virtually, or through our online CRANIUM Campus.

### Consulting

We provide consulting around individual and organizational productivity including culture development, system orientation, retention strategies, and strategic and succession planning.

### **Certifications:**









### **NAICS Codes:**

611430 Professional and Management

**Development Training** 

541612 **Human Resources Consulting Services** 

Other Management Consulting Services 541618

541611 Administrative Management and

**General Management Consulting Services** 

### **Organizational Designations:**

**Registered Name:** The Learning Connection, Inc.

DBS: **Sherry Yellin** 102638785S

**DUNS Number:** 

**CAGE Code: 3BDB5 Corporate Structure:** C Corp State of Incorporation: Texas

**Business Formed:** 2001

### **Contact Information:**

Phone: (214) 505-5623

Email: sherry@sherryyellin.com Web: www.sherryyellin.com

LinkedIn: sherry-yellin