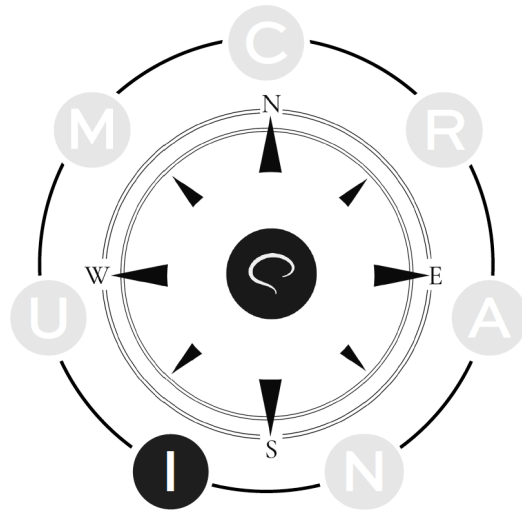


# THE INTERACTION STRATEGY



**GIVE CHOICE AND VOICE.  
LET GO AND GROW.**

## THE BIG IDEA



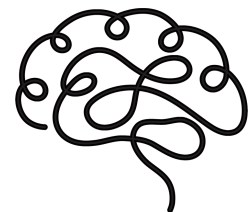
When we stop telling and start involving, we turn compliance into commitment and scale capacity—in ourselves, our teams, and our organizations.

## BREAKTHROUGH BELIEFS

You can have control, or you can have growth.  
But you can't have both in equal proportion  
at the same time.

Just because you CAN do it yourself  
doesn't mean you SHOULD.

Be more interestED than interestING.



# Leadership Identities

**Boss**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

<b>Core Beliefs:</b> What must they believe about their role? Authority? Other people? Mistakes?	<b>Actions:</b> What consistent behaviors would you expect? In meetings? Under pressure?	<b>Experience:</b> What would it feel like working for them? What would the team experience feel like?	<b>Results:</b> What kind of culture and business results would this produce in 3 months? 3 years?

**Manage**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

<b>Core Beliefs:</b> What must they believe about their role? Authority? Other people? Mistakes?	<b>Actions:</b> What consistent behaviors would you expect? In meetings? Under pressure?	<b>Experience:</b> What would it feel like working for them? What would the team experience feel like?	<b>Results:</b> What kind of culture and business results would this produce in 3 months? 3 years?

**Mentor**      **First Word:** \_\_\_\_\_      **Actual Meaning:** \_\_\_\_\_

<b>Core Beliefs:</b> What must they believe about their role? Authority? Other people? Mistakes?	<b>Actions:</b> What consistent behaviors would you expect? In meetings? Under pressure?	<b>Experience:</b> What would it feel like working for them? What would the team experience feel like?	<b>Results:</b> What kind of culture and business results would this produce in 3 months? 3 years?

# Leadership Identities

Coach \_\_\_\_\_ First Word: \_\_\_\_\_

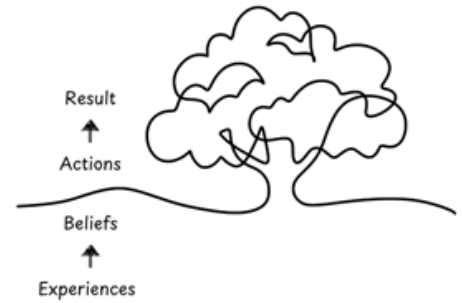
Actual Meaning: \_\_\_\_\_

Beliefs	Key Points
1. Stay committed, not attached.	We are all responsible to each other, but we can't want someone's success more than they do. Being 100% committed means staying focused, dedicated, and invested in the effort. Being 100% unattached means avoiding becoming overly dependent, staying flexible and adaptable, and maintaining a certain detachment from the result.
2. There is no failure, only winning and learning.	Every outcome provides valuable information for learning and growth. If we are learning, we are winning.
3. The problem deserves our attention, the solution deserves our energy.	We need to focus the energy in a coaching conversation on possibilities and options. Once the problem is identified, move on. It's more important to focus on where the coachee wants to go than where they have been.
4. The presenting problem is usually not the real problem.	People typically voice the surface problem or the immediate problem. If we can stay curious and ask generative questions, we typically find the unseen or 'real' problem.
5. People's choices make sense to them.	People's choices make sense to them. The only thing that has to make sense to you is that it makes sense to them.
6. There is a reward for every thought, behavior, choice, and action we take.	There is always a reward for everything we do. That reward may be healthy or unhealthy, constructive or destructive.
7. Better solutions result when we come to conversations in a state of intense curiosity.	Staying curious as coaches helps us avoid coming with a pre-planned solution and bias. It also helps us address the real problem rather than the presenting problem.
8. The more choices WE generate, the more control and ownership WE take.	As coaches, our primary role is not to solve problems or give advice. We want the other person (parties) to generate solutions. This expands their thinking and gains commitment over compliance.
9. People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes.	We can avoid solving problems for others when we remember that they are whole, resourceful, and quite capable of utilizing their resources to solve problems. We may be one of those resources, but we are not their only resource. Our goal is to grow their ability to access resources and find solutions.
10. Tell people, they comply. Involve people, they commit.	We are much more likely to encourage buy-in and accountability, when a solution is that person's idea. The brain pushes back when told what to do.

# Collaborative Communication

## Result

To connect and collaborate



## Actions

### PAUSE

**WAIT...**  
Why Am I  
Talking?



### LISTEN

- Listen **FOR** as much as you listen **TO**
- Listen for agreement rather than disagreement
- Stay intensely curious
- Listen to learn...not to give advice or solve a problem
- Be more interest**ED** than interest**ING**

### ASK

- Ask generative questions that reflect generative listening
- Ask open-ended questions beginning with 'what' and 'how'
- Challenge beliefs and perspectives
- Ask questions to co-create the future

## Beliefs

- Stay committed, not attached
- There is no failure, only winning and learning
- The problem deserves our attention, the solution deserves our energy
- The presenting problem is usually not the real problem
- People's reality/choices make sense to them
- There is a reward for every thought, behavior, choice, and action we take
- Better solutions result when we come to a situation in a state of intense curiosity
- People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes
- The more choices we generate, the more control and ownership we feel
- Tell people, they comply. Involve people, they commit

# Collaboration Killers

## Certainty



This is the truth  
(as I see it).  
I am superior.

The reality is ...  
Look, ...  
Clearly, ...  
Obviously, ...  
This is how it is ...  
The fact is ...  
Everyone knows ...  
Let me explain this to you ...  
Here's the problem ...  
The answer is simple ...  
That won't work.  
We've already tried that.

## Correction



I am right.  
You're wrong.

Actually ...  
Better yet ...  
That's not how it works.  
You're missing the point.  
You don't understand.  
That's incorrect.  
That's not the issue.  
That's beside the point.  
That doesn't matter.

## Control



I have power over.  
This is what we're  
going to do.

You should ...  
You need to ...  
No, what you need to realize is ...  
Here's what's going to happen ...  
Let's be realistic.

# Levels of Listening

## 4 Levels of Listening

### DOWNLOADING

RESULT: Reconfirming what you already know and believe

#### Listening from habits

Downloading questions are typically:

- Closed-ended – “Are you going to talk to her?”
- Advice-heavy – “Did you think about talking to her?” “If I were you, I would...”

1

### FACTUAL

RESULT: Listening to disagree and recognizing the new

#### Listening from the outside

Factual questions are typically:

- Closed-ended – “Did you consider she might be having a bad day?”
- Advice-heavy – “Did you tell her that bothered you?”
- Start with Why – “Why didn't you just walk away?”

2

### EMPATHIC

RESULT: Listening to understand another's perspective and see the world through their eyes

#### Listening from another's perspective

Empathic questions may begin with 'how' or 'what' but focus on connecting with the other person's feelings, emotions, experiences, and perspective

- How did that make you feel?
- How has that affected you?
- What can I do to support you?

3

### GENERATIVE

RESULT: Listening to connect with future possibilities

#### Listening from the future

Generative questions are about future possibilities, transformation, innovation, and moving forward. They almost always begin with 'how' and 'what.'

- What is this showing up to teach you?
- How are you thinking about handling this situation?
- What are your best next steps?
- Where do you need clarity?

4

# Generative Questions

1. What's on your mind?
2. What are you trying to achieve?
3. And what else?
4. What are some reasons why this important to you?
5. What have you tried so far?
6. How has it worked/not worked?
7. What options do you see going forward?
8. Sounds like you have a lot of passion around this.
9. What about it is making you so upset?
10. What solutions have you already tried?
11. What is your "go forward" plan?
12. What do you see as the best-case scenario?
13. What do you see as the worst-case scenario?
14. Who do you know is an expert in handling situations like this? What do you think he/she would do?
15. What are 2 or 3 options you are thinking about trying?
16. Have you faced similar situations? What did you do?
17. What do you see as the root cause?
18. What additional information do you think you are going to need to handle the problem or situation?
19. What input would you like from me?
20. How can I best support you?
21. Tell me more about ...?
22. If you had a magic wand, what would you want to see changed?
23. What would be the consequences if you take action?
24. What would be the consequences if you do not take action?
25. What's the real challenge here for you?
26. What do you want?
27. How can I help?
28. What was most valuable for you?
29. What is this teaching you?
30. What lessons do you want to preserve from this experience?

# Generative Questions

31. What deeper truth is emerging from this situation?
32. What might you need to stop/start/continue?
33. What opportunities have you not yet explored?
34. If we are having this conversation three years from now, looking back, what will make you feel good about your progress?
35. If you had no limitations, what would you create?
36. If fear were not a factor, what actions would you take?
37. What patterns (about yourself, circumstances, etc) are you recognizing?
38. If we are at the top of a theater watching this play out, what are we seeing?
39. What might you be missing?
40. What do you value most? How might you respond to this situation in alignment with your values?
41. What do you aspire to be? How might you respond to this situation in alignment with who you aspire to be?
42. What advice would you give to a close friend going through a similar experience?
43. What would be most beneficial to your future self?
44. What small change(s) could make the biggest difference?
45. Who is someone you greatly admire? How might they respond to this situation?
46. What are any obstacles or challenges that may prevent your success?
47. What resources or support may be helpful to you?
48. What is yours to own? (and what isn't)?
49. What serves the greater good?
50. What would success look like for you in this situation?

## Generative Listening Tips

- Listen for as much as listen to
- Listen for agreement
- Listen to learn
- Stay curious ... Stay lazy
- Tame the advice monster
- Be more interested than interesting
- Listen for the REAL issue
- Look beyond their perspective to what is truly possible

# The Interaction Strategy

## Application

**I commit to:**

**To reduce interference, I will**

**so that**

### **Recommended Reading: The Interaction Chapter, pages 204-249**

*The Science of High-Performance Leadership: 7 Brain-Based Strategies to Become a Leader Worth Following*

## TEAM TALK

Identify one conversation a day where you listen FOR as much as listen TO.

Identify one conversation a day where you will be more interestED than interestING.

The next time you feel the urge to solve or advise, pause...ask a generative question instead.

Show and discuss with your team the TED Talk "Tame Your Advice" by Michael Bungay Stanier.

Make an intentional effort in the next meeting to avoid collaboration killers.

**WAIT - Why Am I Talking**  
**Our advice is not always as valuable as we think it is.**