

CONNECT TO **LEAD** TO CONNECT

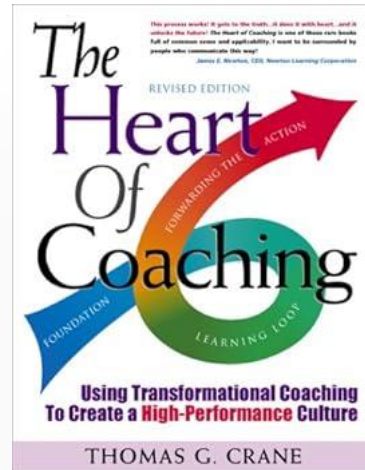
Session Six: June 2, 2026



In one minute

List leadership behaviors that can make great employees stop caring.

- 1 Almost Never
- 2 Rarely
- 3 Often
- 4 Almost Always



All members of the team engage
in candid, respectful conversations
unrestricted by reporting structure
about how they can improve
their working relationships
and their individual and collective performance.

ROI of Engagement

Low Engagement Costs:

\$8.8 trillion lost globally (Gallup)

Higher:

- Turnover
- Errors
- Burnout
- Healthcare costs

Lower:

- Innovation
- Accountability
- Ownership

High Engagement Wins:

+21% higher profitability

+18% higher productivity (sales)

+23% higher profitability in some studies

+10% higher customer loyalty

-59% lower turnover

-41% lower absenteeism

-64% fewer safety incidents

-28% less shrinkage (theft, errors)

ROI of Developing People



Developing internally saves 50–75% vs. hiring externally

THE COST COMPARISON

External Hire	Internal Development / Promotion
<u>Hard Costs:</u> • Recruiting, search fees, ads: \$4K–\$20K+ per hire • Time-to-fill: 30–60+ days (lost productivity) • Onboarding + ramp time: 6–12 months to full productivity <u>Risk Costs:</u> • Mis-hire risk: 30–200% of salary • Culture mismatch • Higher early turnover	<u>Hard Costs:</u> • Training + development: typically \$1K–\$5K per employee annually • Time to Productivity: • Immediate or significantly faster (already knows systems, culture) <u>Risk Costs:</u> Much lower (known performance + cultural fit)

6

LEADERSHIP STYLES



VISIONARY

Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.



COACHING

Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.



AFFILIATIVE

Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.



DEMOCRATIC

Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.



PACESETTING

Meets challenging and exciting goals to get high-quality results from a motivated and competent team.



COMMANDING

Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.





Engagement

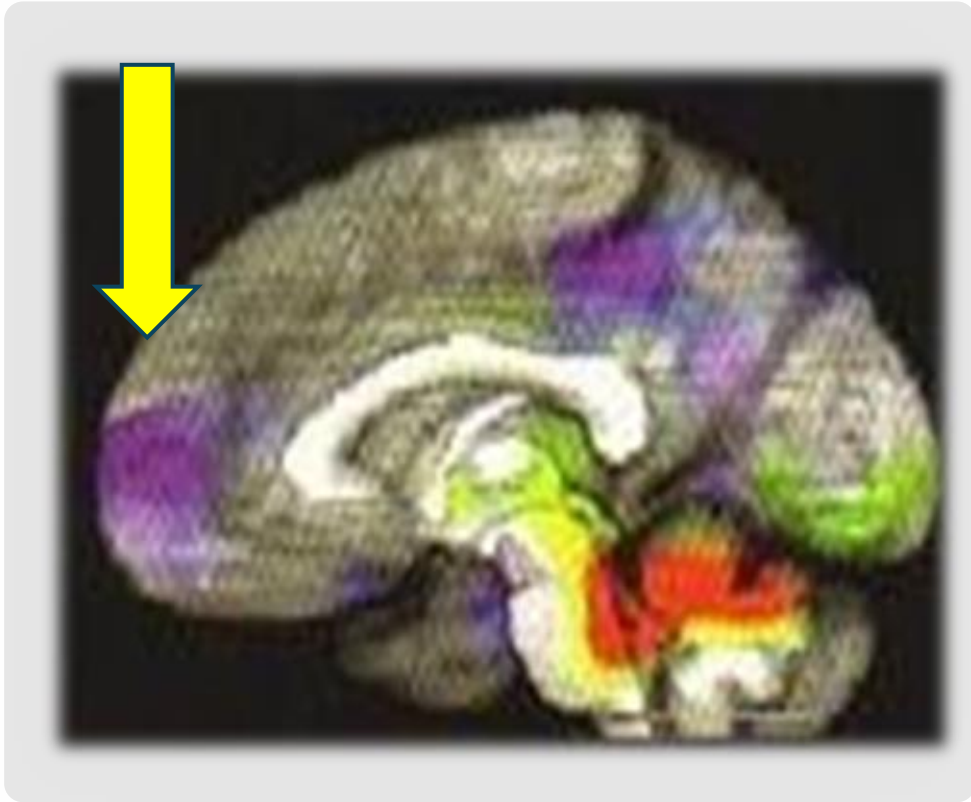
Loyalty

Accountability

Growth

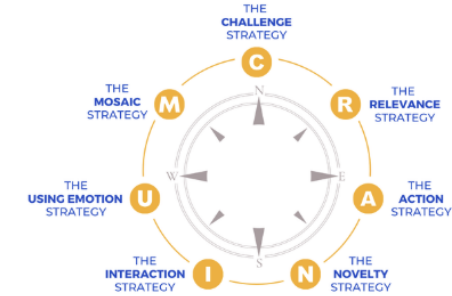
Productivity

Threat Characteristics



1. Confusion to Clarity
2. No Choice to Choice
3. Consequences to Creating

CONNECT TO LEAD TO CONNECT



January

January 6

Kickoff

Discovery calls

February

February 3

Challenge

Decrease threat.
Increase trust.

All-Staff Grab & Grow

March

March 3

Relevance

Lead with vision.
Build on strengths.

March 27

Action

Embrace limitations.
Debunk myths.

April

April 7

Novelty

Challenge convention.
Nudge imagination.

May

May 5

Interaction

Give choice and voice.
Let go and grow.

All-Staff Grab & Grow

June

June 2

Interaction

Give choice and voice.
Let go and grow.

July

July 7

Using Emotion

Engage emotions.
Prioritize people.

August

CliftonStrengths

1:1 debrief

All-Staff Grab & Grow

September

Retreat

September 29-October 1

CliftonStrengths

1:1 debrief

Mosaic

Value differences.
Create belonging.

October

Check-In

November

Check-In

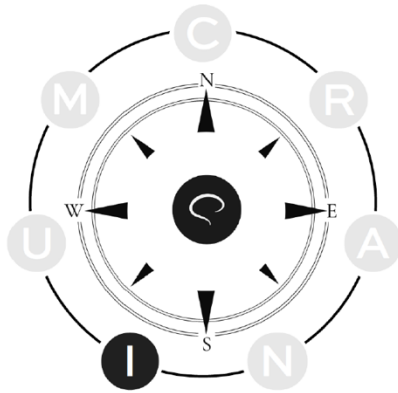
All-Staff Grab & Grow

December

Check-In

← Coaching →

THE INTERACTION STRATEGY



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

THE BIG IDEA



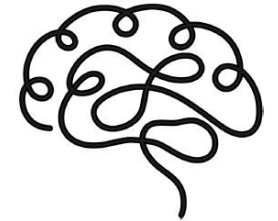
When we stop telling
and start involving, we
turn compliance into
commitment and scale
capacity—in ourselves,
our teams, and
our organizations.

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.





What is a problem you haven't yet solved?

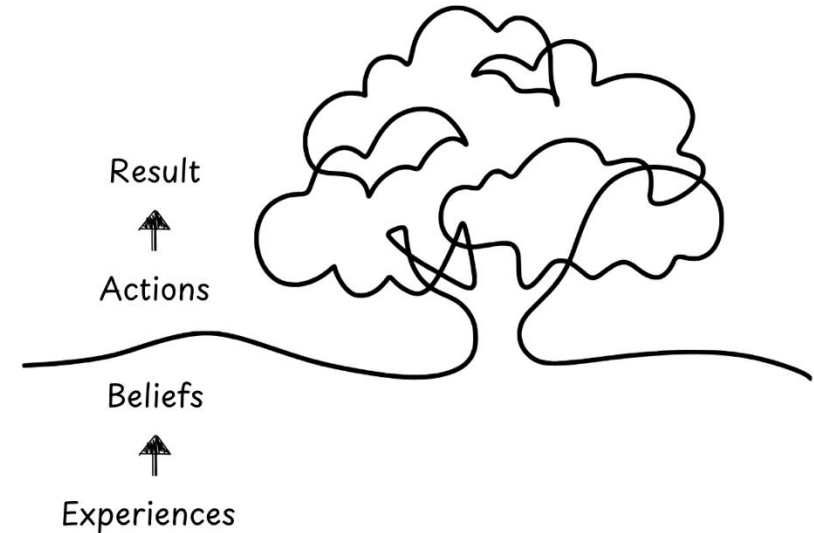
What is a decision you haven't yet made?



BELIEFS

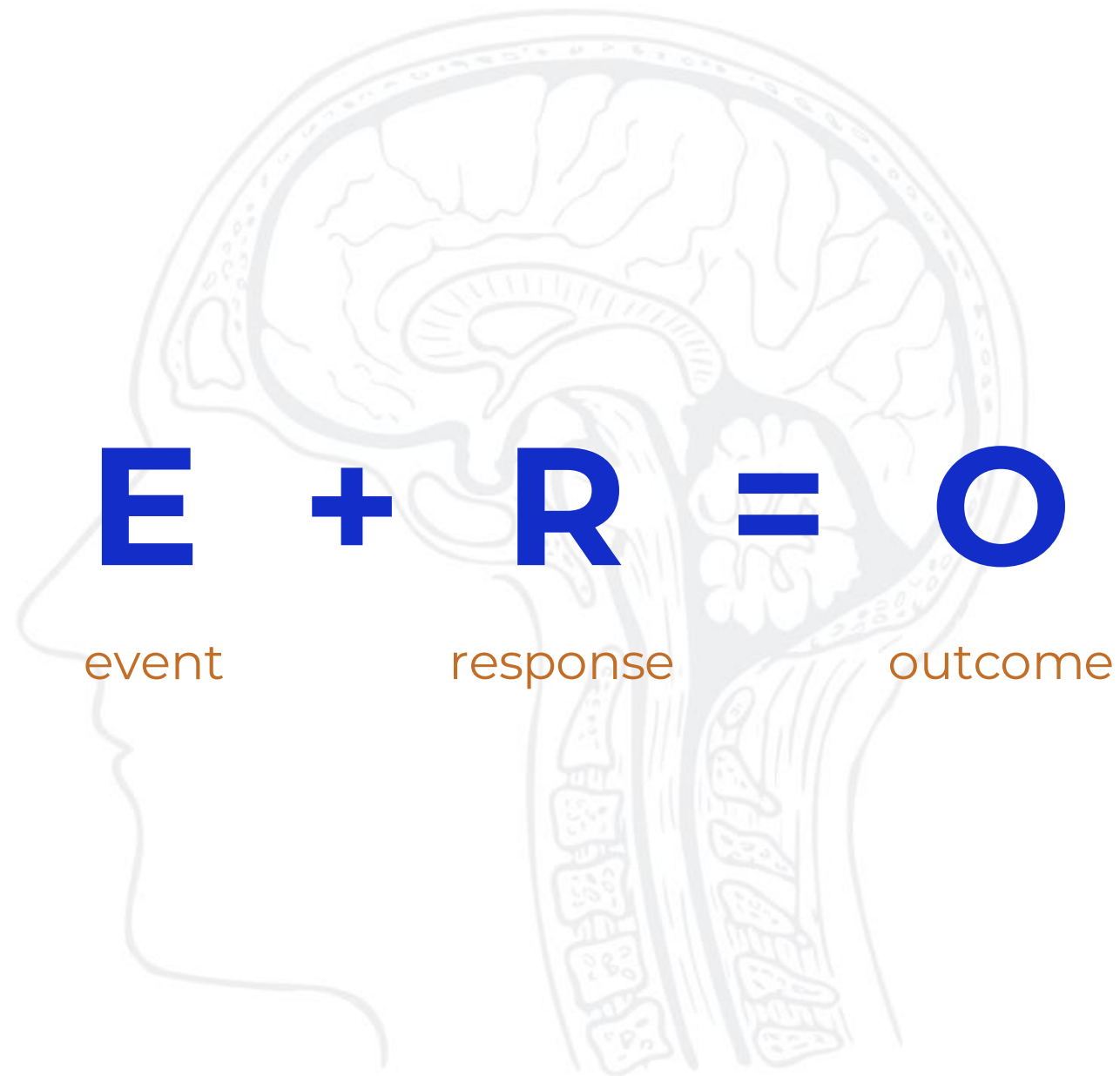
1. Stay **committed**, not **attached**
2. There is no **failure**, only **winning** and **learning**
3. The **problem** deserves our attention, the **solution** deserves our energy
4. The **presenting** problem is usually not the **real** problem
5. People's **reality/choices** make sense to them
6. There is a **reward** for every thought, behavior, choice, and action we take

7. Better solutions result when we come to a situation in a state of intense **curiosity**
8. People are **whole, resourceful** beings, having everything they need to succeed and achieve their desired outcomes
9. The more choices **we** generate, the more control and ownership **we** feel
10. Tell people, they **comply**. Involve people, they **commit**





ACTIONS



E STORY **+** **R** **=** **O**



The Power of the Pause

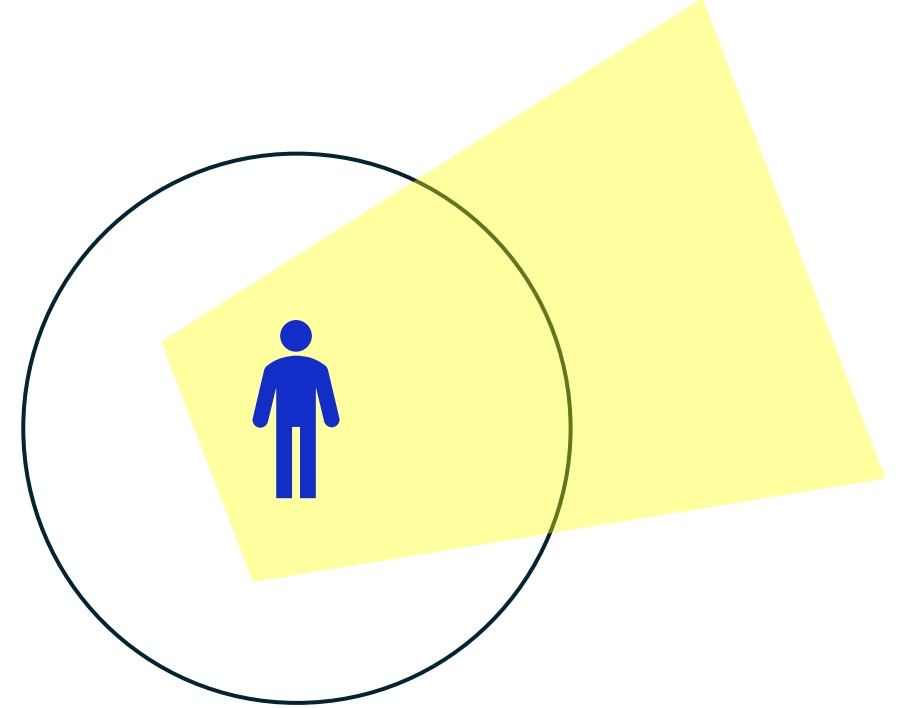
WAIT
Why Am I Talking?



LISTEN

4 Levels of Listening

Level 1: Downloading



Listening from habits

RESULT: Reconfirming what you already know and believe

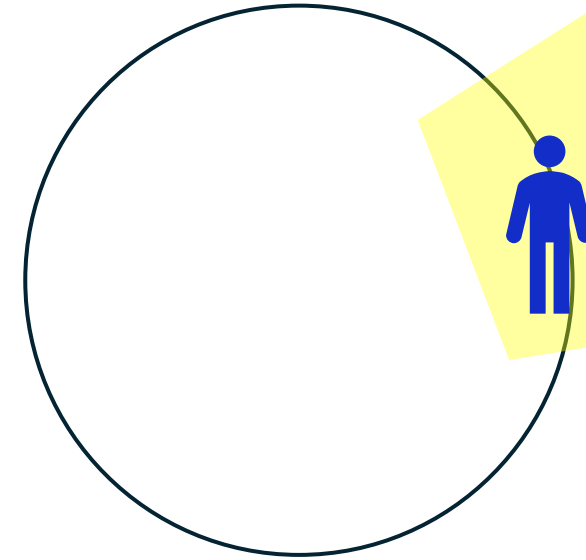
Downloading questions are typically:

- 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

4 Levels of Listening

Level 2: Factual



Listening from the outside

RESULT: Listening to disagree and recognizing the new

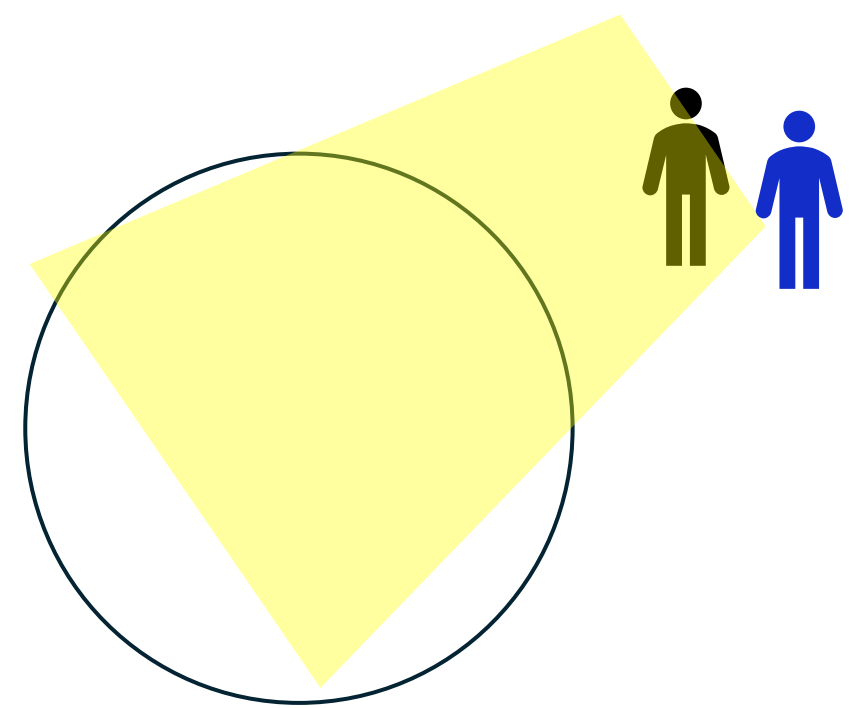
Factual questions are typically:

- 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

4 Levels of Listening

Level 3: Empathic



Listening from another's perspective

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

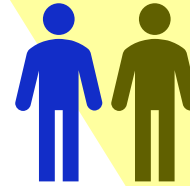
Empathic questions may begin with 'how' or 'what' but focus on connecting with the other person's feelings, emotions, experiences, and perspective

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

3

4 Levels of Listening

Level 4: Generative



Listening from the future

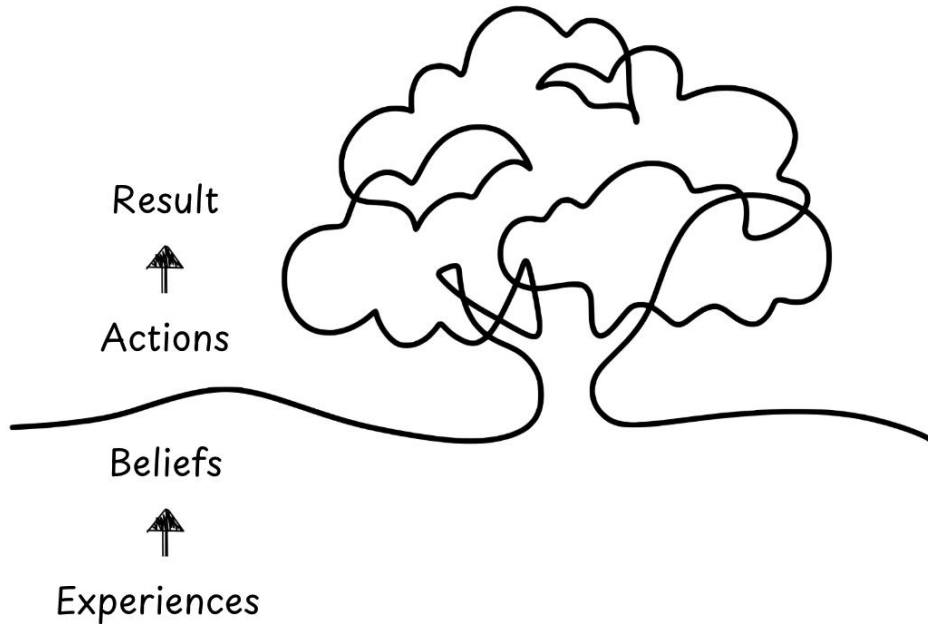
RESULT: Listening to connect with future possibilities

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

Lab 1



Speaker:

- A problem you haven't yet solved
- A decision you haven't yet made

Listener:

Listen FOR...

- What's the REAL challenge?
- What is the undertone?
- What hidden beliefs are you hearing?
- Challenge: don't give advice

It's Not About the Nail

<https://www.youtube.com/watch?v=-4EDhdAHrOg>

E STORY **+** **R** **=** **O**



You can jump in
with all your sage
advice

but

YOU DON'T KNOW

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 ...

et 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.

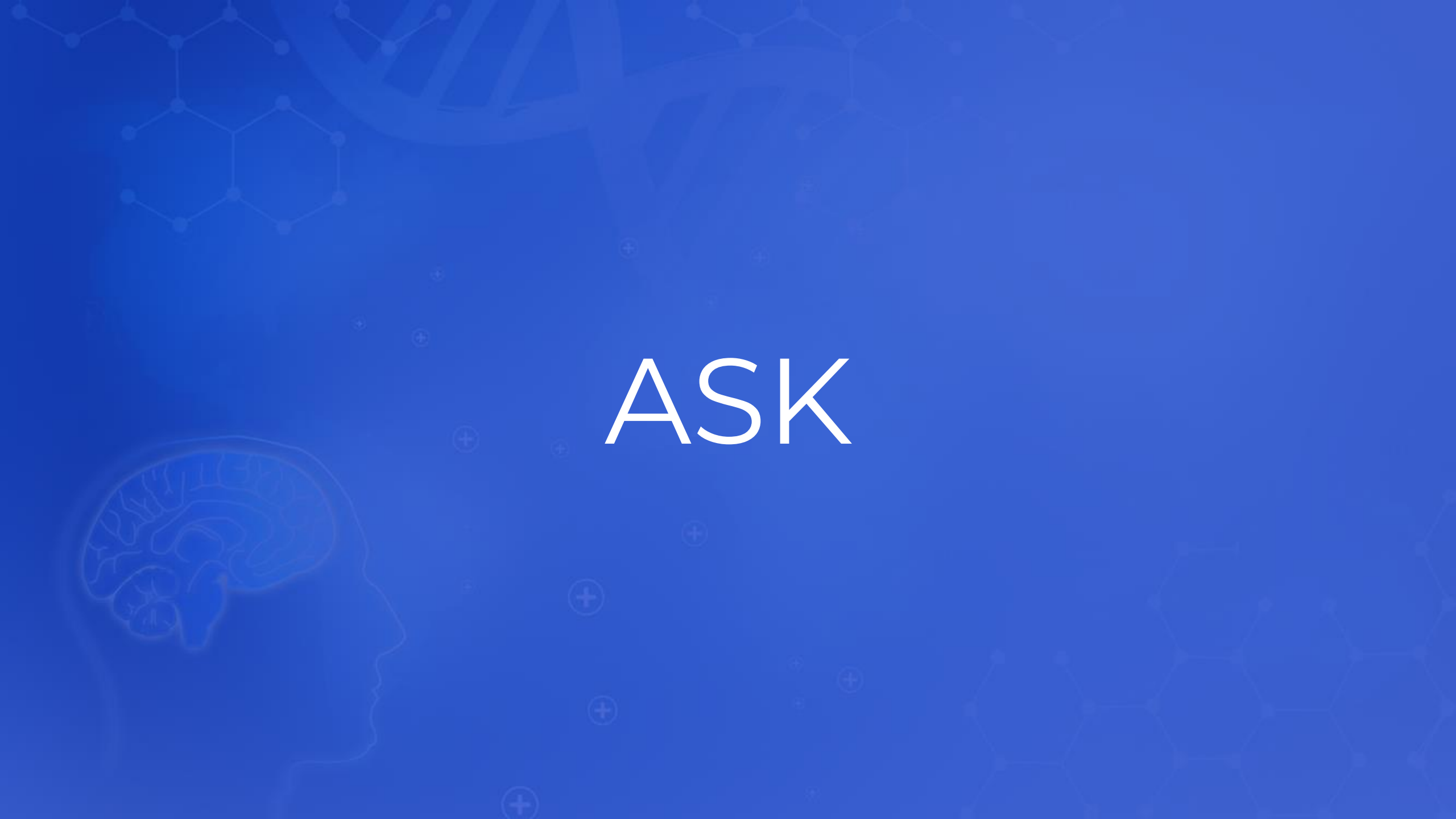
You should ...

You need to ...

No, what you need to realize is ...

Here's what's going to happen ...

Let's be realistic.



ASK

Typical Questions

Why did he say that?

Do you think he knew
you were offended?

What did he say?
What did you say?

Why didn't you walk away?

Are you going to talk to him?

Generative Questions

Lab 2

Speaker:

- A problem you haven't yet solved
- A decision you haven't yet made

Listener:

Listen FOR...

- What's really going on?
- What is the undertone?
- What hidden beliefs are you hearing?

Ask generative questions (page 6-7)

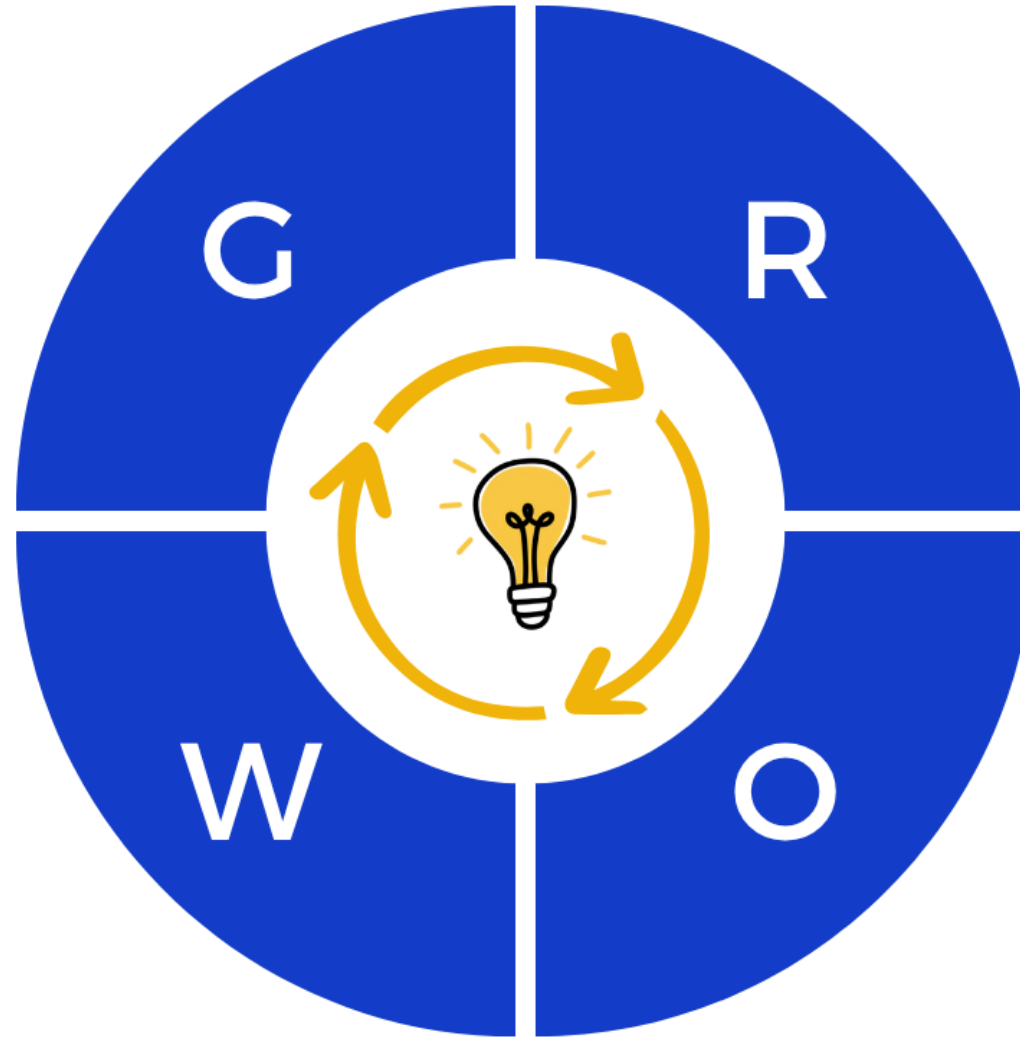
GROW

Goal

Reality

Way Forward

Options



Lab 3

Speaker:

- A problem you haven't yet solved
- A decision you haven't yet made

Coaches

- Follow the GROW framework
- Use generative listening
- Ask generative questions

GROW for Coaching

What is a decision you need to make? A problem you are trying to solve?

G

GOAL

Clarify the goal of the conversation.

Goal Questions

- What is important to you about this right now?
- What would you like to focus on in this conversation?
- What does winning with this decision or problem look like?
- How will we know when we've been successful?

R

REALITY

Listen and learn to discover the coachee's point of view right now.

Reality Questions

- What makes this important to you right now?
- Where are you now in relation to your goal?
- On a scale of 0-10, where are you?
- What's the real challenge here for you?
- And what else?

O

OPTIONS

Use generative questions to explore possibilities and options?

Options Questions

- What do you really, really want?
- What are your options?
- What are you resisting or avoiding?
- What is the fear you are experiencing?
- How have you tackled similar situations before?
- What can you do differently now?
- Who do you know who could help?
- What other resources are available?

W

WAY FORWARD

Assist the coachee in creating an action plan.

Way Forward Questions

- What options feel right for you?
- What actions are you motivated to take?
- What will you do first?
- What are potential obstacles?
- Who do you need to reach out to?
- What support do you need for accountability?
- How will you know you've been successful?

GROW for Coaching

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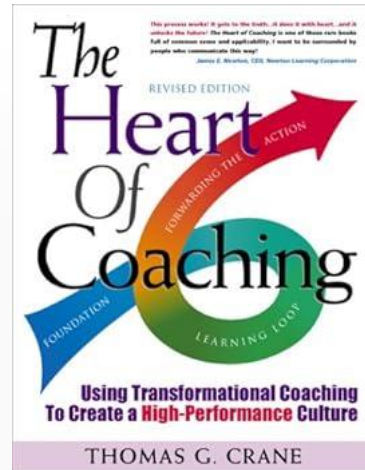
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All members of the team engage in candid, respectful conversations unrestricted by reporting structure about how they can improve their working relationships and their individual and collective performance.



Put in the reps

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.

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**Leadership styles are the behaviors we choose.
Leadership identity is the
belief system that drives these choices.**

Boss – controls people

Manager – handles and trains people

Mentor – advises people

Coach – transports people

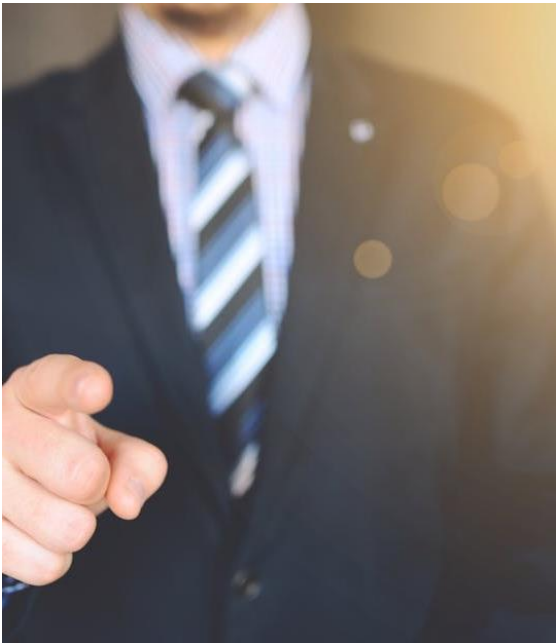
Coaching Beliefs

- Stay committed, not attached
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- Better solutions result when we come to a situation in a state of intense curiosity
- The more choices we generate, the more control and ownership we feel
- People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes
- Tell people, they comply. Involve people, they commit

BOSS

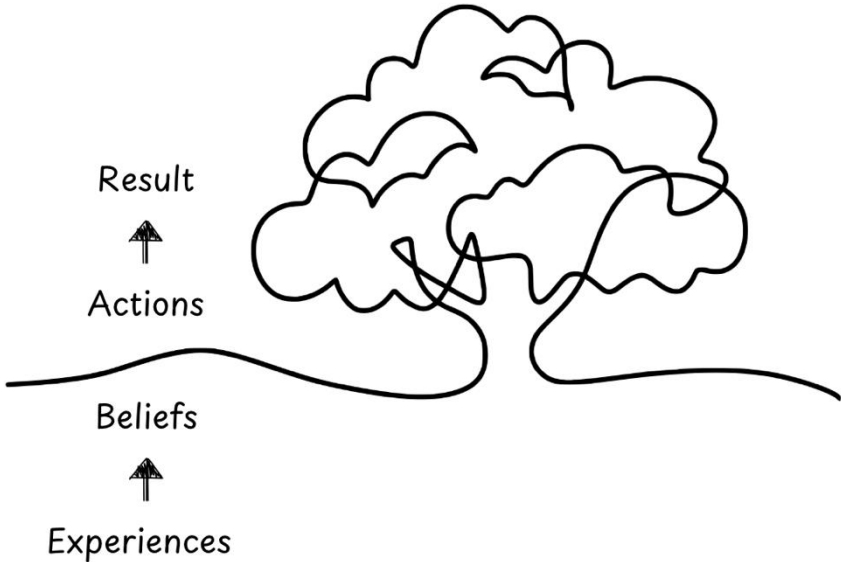
Actual Meaning?

Master, to lord over



Leadership Identities

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



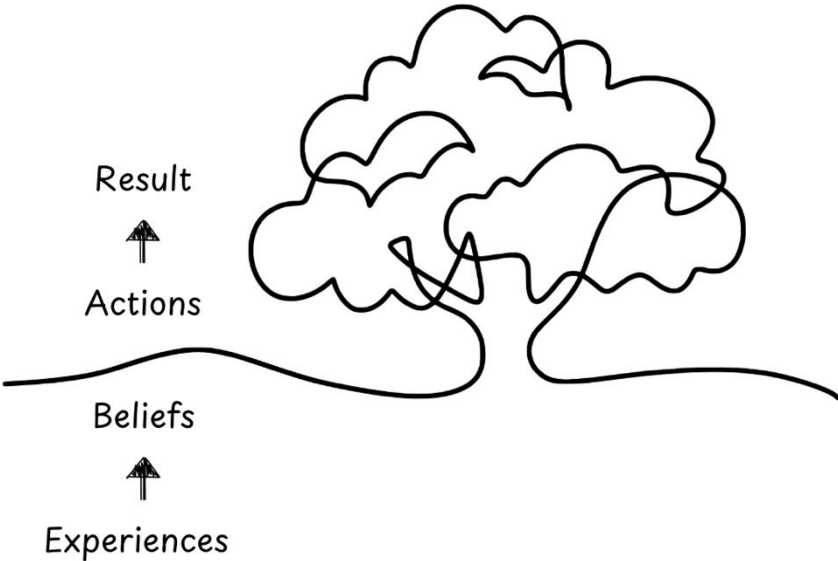
Manager

Actual Meaning?

To handle, control, train



Manage	First Word: _____	Actual Meaning: _____	
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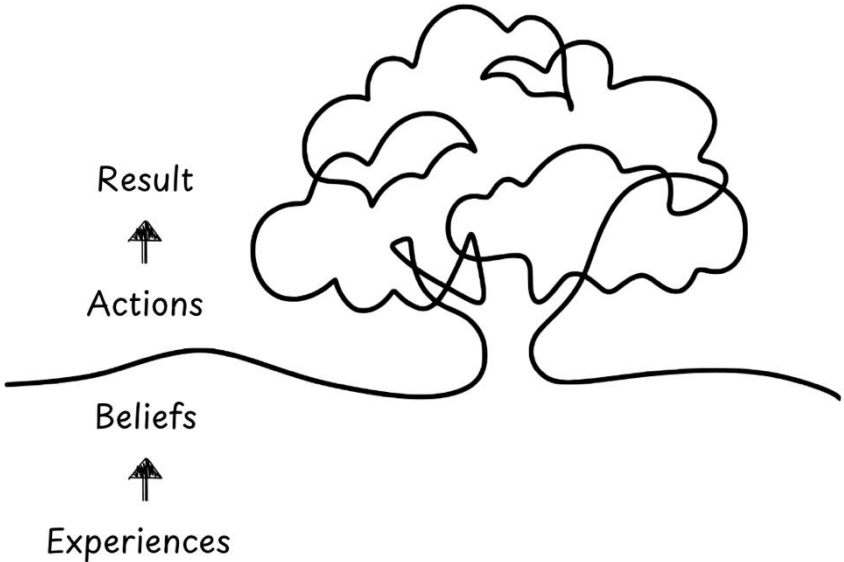
Mentor

Actual Meaning?

To advise, counsel



Mentor	First Word: _____	Actual Meaning: _____	
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ROI of Developing People

Costs:

60–70% of total operating expenses = people
(salary, benefits, training, turnover)

- In service industries: 70–80%+
- In knowledge-based businesses: often >80%

Fully loaded cost of an employee:

- Salary + benefits + taxes + overhead = 1.25x–1.4x base salary

Cost of replacing an employee:

- 50–200% of salary depending on role (SHRM, Gallup, Bersin)
- Executive roles: often 2–3x salary

Productivity loss during replacement:

- New hires take 6–12 months to reach full productivity (Bersin)
- Teams lose collective output, not just the individual

Voluntary turnover drivers:

- Gallup: 70% of engagement variance = manager quality
- Meaning: leaders—not pay—are the primary retention lever

Disengagement cost:

- Globally: \$8.8 trillion lost productivity (Gallup)
- That's ~9% of global GDP

High performers leaving hurts disproportionately:

- Top 20% of performers often drive ~80% of value creation

Returns:

ICF (International Coaching Federation):

- Median ROI: 7x return on coaching investment

Bersin / Deloitte:

Companies with strong learning cultures are:

- 92% more likely to innovate
- 52% more productive
- 56% more likely to be first to market

Gallup (development + engagement):

Highly engaged teams see:

- 21% higher profitability
- 59% lower turnover
- 41% lower absenteeism

Internal mobility (LinkedIn research):

- Employees stay 2x longer at companies that invest in development