



Serving at the Highest Level

Pride

Responsibility

Ownership



Dec 6, 2023

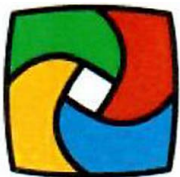
Presented by :
Michelle Stidwell
and
Andrew Stidwell



Copyright ©2023 Knowledge Works Group, LLC. All rights reserved.

This publication may not be reproduced, stored in a retrieval system or transmitted in whole or in part in any form or by any means, electronic, mechanical, photocopying or otherwise without prior written permission.

michelle@mykwg.com



CERTIFIED
Human Behavior Consultant
in association with
Personality Insights, Inc.





Michelle Stidwell
Chief Learning Officer and Executive Performance Coach
Knowledge Works Group

Michelle Stidwell has over 30 years of broad business experience consulting to human resources, manufacturing, operations and retail functions as well as in-depth expertise in sales, talent selection, learning and development, coaching and facilitation. She has served as a catalyst for individual and team growth, coaching in areas of interpersonal communication, performance management, leadership development, change management and diversity / inclusion strategies for many global teams.

Michelle has worked in the area of Training and Development for General Mills, Inc., a company which is consistently ranked in the Top 100 by Training Magazine. As an internal consultant, she was responsible for providing organizational needs assessment with management teams to identify key learning and development needs for individuals and teams. At General Mills, Michelle was the principal process owner for all Sales New Hires and Intern training, New Account Management and Strategic Negotiations including instructional design and facilitation.

Utilizing her unique blend of sales and analytical experience combined with skills in organizational and employee development, Michelle moved on to other Learning and Development roles with Sara Lee Fresh Bakery Division and Bimbo Bakeries, USA. She successfully coordinated the re-design and launch of a Leadership Development Seminar for Bimbo Bakeries, USA. Due to exposure of this plan to executives at Grupo Bimbo, parent company of Bimbo Bakeries USA, the plan was executed in all 10 Grupo Bimbo owned companies throughout 19 countries on 3 continents.

In her current role at Knowledge Works Group, Michelle has partnered with many industries and business sectors including: Sugar Foods, Georgia Department of Education, Monsanto Corporation and most extensively Chick-fil-A. She partnered with Chick-fil-A on the redesign of 3 highly visible Operator Focused Training Programs. Michelle consulted with Program Leads, Subject Matter Experts and Functional Leaders to design and develop over 100 training modules.

Michelle earned her Bachelor of Arts degree in Rhetoric and Communication Studies from the University of Virginia, Charlottesville, VA. She holds the following Certifications: Master Certified Participant-Centered Facilitator with the Bob Pike Group, DEI Facilitator with Korn-Ferry's Leading an Inclusive Culture and Managing Inclusion, Interaction Management with Development Dimensions International, BlueEQ™'s Leading with Emotional Intelligence and Human Behavior Specialist with Personality Insights, Inc.

Andrew Stidwell
Chief Operations Officer and Executive Performance Coach
Knowledge Works Group



Andrew Stidwell is a financial services executive with deep expertise in leadership, workforce management, change management, continuous improvement initiatives and process excellence across Operations, Supplier Management, Call Centers, Training, and Shared Services.

A seasoned leader and coach, Andrew specializes in enabling the acceleration and sustainability of a high performance culture. He applies his expertise in Lean Six Sigma and ADKAR change management systems to drive continuous improvement, operational change, adoption and proficiency.

Throughout his career he has been directly involved and responsible for interviewing, hiring, selecting, on-boarding, developing, and mentoring across various staff level including executive leadership. Andrew worked with and coached senior leaders across multiple organizations with varying approaches to building inclusive and collaborative work teams.

Andrew works with organizations in the planning and full-cycle implementation of large-scale initiatives. He believes the key to success is to ensure that metrics and accountabilities are aligned to monitor deviation and for actionable course correction to drive improved outcomes. His focus is to shift mindsets and behaviors that will facilitate and enable breakthrough thinking and empowerment.

Andrew holds a B.A. in Finance from the University of North Carolina - Charlotte. He is a Prosci Certified Change Practitioner and is skilled in Lean Six Sigma Root Cause Problem Solving (RCPS) practices.



Action Ideas

***“A person who feels appreciated
will always do more than what is
expected.”***

— *Amy Rees Anderson*



“If we are to achieve a richer culture,
rich in contrasting values,
we must recognize the whole gamut of human potentialities,
and so weave a less arbitrary social fabric,
one in which each diverse human gift will find a fitting place.”

- *Margaret Mead, American cultural anthropologist*



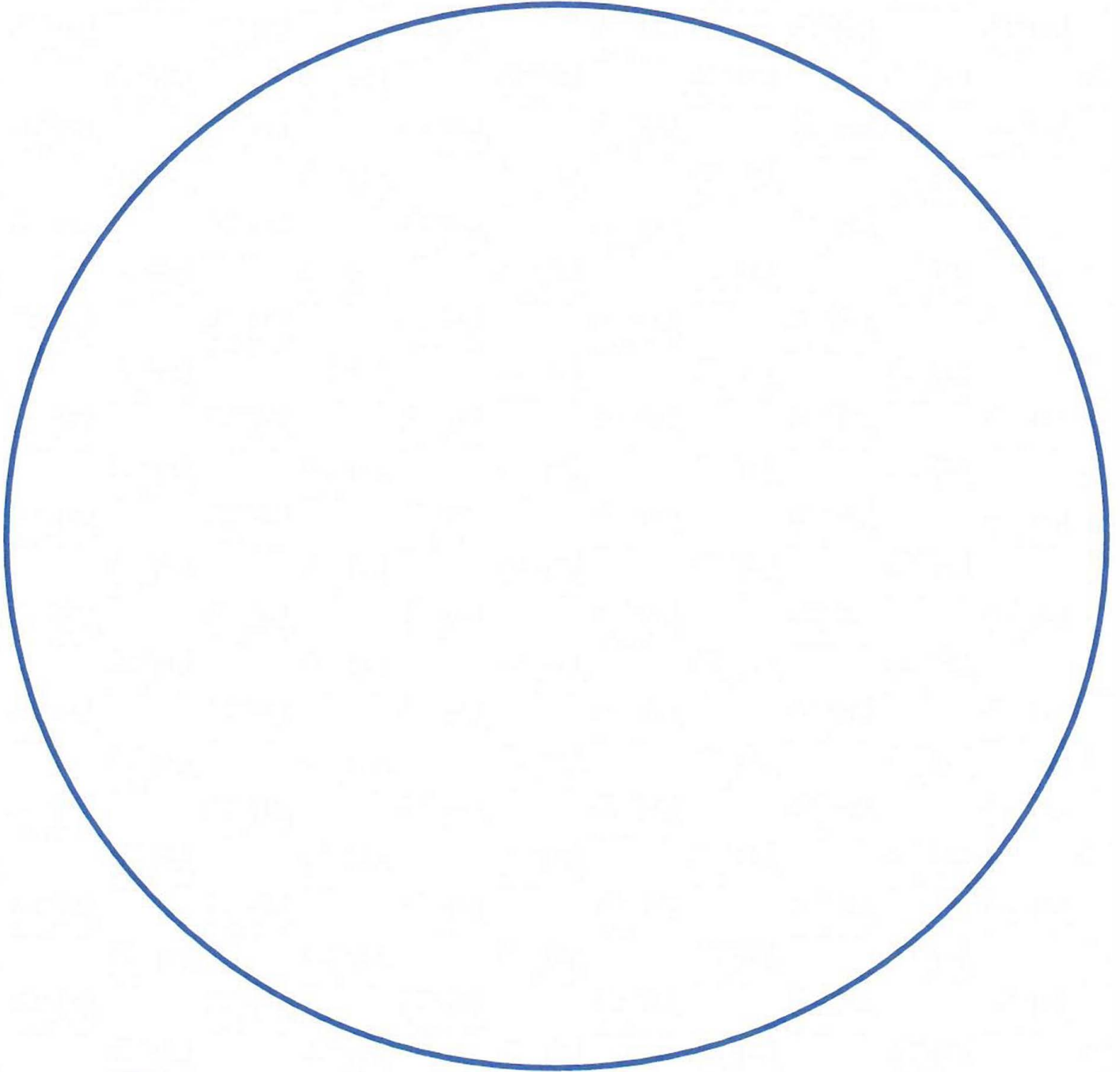
Serving at the Highest Level

During this session, participants will discuss and explore various tools for collaboration, response/reactions to challenges, and strategies for helping themselves and others deal with varying communication styles.

Learning Objectives

- » List 2 -3 key strengths (your value proposition)
- » Recognize the needs of differing behavioral styles
- » Identify the benefits of collaboration
- » Discover the why and how of leveraging style insights to increase collaboration

Circle of Knowledge



Listening Profile

Directions: This survey should take about 3 -5 minutes.

| Attitudes | Always | Usually | Sometimes | Seldom | Almost Never |
|---|--------|---------|-----------|--------|--------------|
| 1. Do you like to listen to other people talk? | 5 | 4 | 3 | 2 | 1 |
| 2. Do you encourage other people to talk? | 5 | 4 | 3 | 2 | 1 |
| 3. Do you listen even if you don't like the person who is talking? | 5 | 4 | 3 | 2 | 1 |
| 4. Do you listen equally well whether the person talking is a man or woman, young or old? | 5 | 4 | 3 | 2 | 1 |
| 5. Do you listen equally well to friend, acquaintance, stranger? | 5 | 4 | 3 | 2 | 1 |
| Actions | | | | | |
| 1. Do you put what you have been doing out of sight and out of mind? | 5 | 4 | 3 | 2 | 1 |
| 2. Do you look at them? | 5 | 4 | 3 | 2 | 1 |
| 3. Do you ignore the distractions around you? | 5 | 4 | 3 | 2 | 1 |
| 4. Do you smile, nod your head, and otherwise encourage them to talk? | 5 | 4 | 3 | 2 | 1 |
| 5. Do you think about what they are saying? | 5 | 4 | 3 | 2 | 1 |
| 6. Do you try to figure out what they are saying? | 5 | 4 | 3 | 2 | 1 |
| 7. Do you try to figure out why they are saying it? | 5 | 4 | 3 | 2 | 1 |
| 8. Do you let them finish what they are trying to say? | 5 | 4 | 3 | 2 | 1 |
| 9. If they hesitate, do you encourage them to go on? | 5 | 4 | 3 | 2 | 1 |
| 10. Do you re-state what they have said and ask them if you got it right? | 5 | 4 | 3 | 2 | 1 |
| 11. Do you withhold judgment about their idea until they have finished? | 5 | 4 | 3 | 2 | 1 |
| 12. Do you listen regardless of their manner of speaking and choice of words? | 5 | 4 | 3 | 2 | 1 |
| 13. Do you listen even though you anticipate what they are going to say? | 5 | 4 | 3 | 2 | 1 |
| 14. Do you question them in order to get them to explain their idea more fully? | 5 | 4 | 3 | 2 | 1 |
| 15. Do you ask them what their words mean as they use them? | 5 | 4 | 3 | 2 | 1 |

2 Strengths

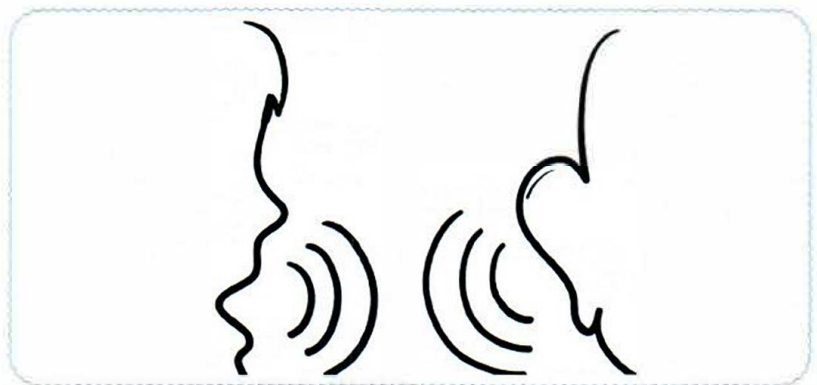
2 Opportunity Areas

Active Listening

Effective communication involves finding a healthy balance between speaking and listening. Active listening is the process of truly engaging in what is being said and making the speaker aware of the fact that you are listening. Active listening involves increased awareness and energy on the part of the speaker.

Guidelines for active listening

- **Commit to listening:** Decide to listen and prepare yourself mentally and physically. Put aside your own agenda and focus on the speaker and their message. Make eye contact, lean forward attentively, and look at the speaker's face. Avoid distractions.
- **Know when to remain silent:** Avoid interrupting the speaker; allow them to complete the message before you begin speaking.
- **Paraphrase:** Rephrase and restate what you believe you heard the speaker say. Ask the person if your interpretation is correct.
- **Probe for clarification and understanding:** Use open-ended questions to probe for deeper understanding and clarification if needed, but don't interrupt, argue, or criticize.
- **Respect the speaker:** Don't dismiss the speaker as unimportant. Always assume there is value in what is being said.
- **Be empathetic:** Seek to understand both the thoughts and feelings. Try to get at the heart of the message.
- **Be non-judgmental:** Listen with an open mind. Avoid arguments. Be careful not to overreact or react defensively.
- **Focus on both verbal and non-verbal messages:** Many times, what is being communicated is conveyed non-verbally. Be aware of body language as they speak.



Please refer to these suggestions when you're searching for the most helpful words to frame interactions - especially challenging conversations.

Demonstrating Empathy

Empathy Sentence Starters

Describe: That sounds _____.
That must be _____.

Imagine: I can imagine _____.
I can't imagine _____.

Validate: I can relate that you would feel _____.
It makes complete sense that you would feel _____.

Statements

"I sense that you are (feeling) because (fact) has happened."

"I can see why you might feel that way. It can be (feeling) when (fact) happens."

"Based on what you shared, it sounds like you're (feeling) about (fact)."

"From what I've observed, you must be (feeling) about (fact)."

"I'm sorry, you have to deal with (fact), it seems to have you (feeling)."

Questions

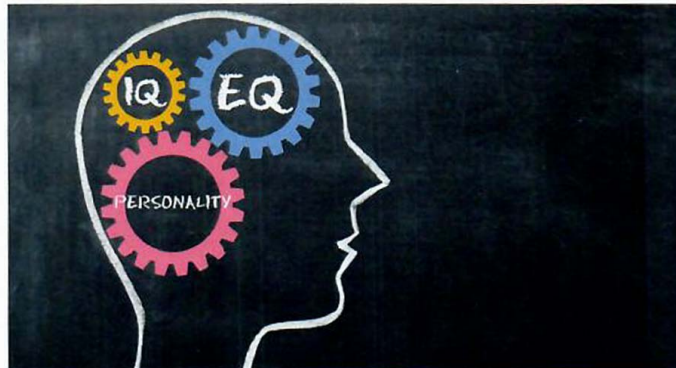
"How are you feeling about (fact)?"

"Are you as (feeling) with (fact), as it seems to me?"

"Where did you find the (reaction) to keep going forward in face of (fact), it was courageous and inspiring (or other adjective)."

"Were you (feeling) when (fact) occurred?"

"Is there anything I can do to help reduce your (feeling) about (fact)?"



Copyright ©2023 Knowledge Works Group, LLC. All rights reserved.

Collaboration Skill Practice Scenarios

Scenario #1:

The Senator is working on a bipartisan bill, and you need to collaborate with staff from the other party to ensure smooth coordination and effective communication. You are working most closely with two other Legislative Assistants. One of the two LAs with whom you will be working most closely represents a rural part of the state known for extremely conservative principles and values. The other LA represents a district that is more urban which tends to have a more liberal leaning toward current issues. Both of these individuals have frequently been late to meetings and neither responds to emails as quickly as you would like.

Scenario #2:

The Senator receives a flood of emails and letters from constituents expressing concerns about a proposed transportation bill. Your task is to categorize and summarize these messages, providing the Senator with a clear understanding of public sentiment. One of the most vocal of these constituents appears at your office door demanding, in a very loud and brash tone, that they need to speak with the Senator immediately concerning this bill.

Scenario #3:

A controversial statement made by the Senator has sparked media attention. Your task is to draft a carefully worded press release or statement that clarifies the Senator's position and addresses any misunderstandings. One of the local reporters is very aggressive about trying to malign the Senator and their team and is now on the phone wanting to speak with the Senator directly.

Scenario #4:

The Senator is collaborating with legislators from neighboring states on a regional economic development initiative. You need to facilitate communication, share relevant data, and coordinate efforts to ensure a cohesive approach. And yet, one of the Legislative Assistants from another state repeatedly makes negative and offensive comments about other committee members. You are shocked and realize that this must be addressed for a well-executed collaboration.

Scenario #5:

There is legislation coming to a vote and there is a lobbyist who is persistently trying to present their perspective to the Senator. You are aware that the Senator does not agree on the issues, is also very busy, and in truth has limited time to work with the lobbyist on this. Yet the lobbyist insists that this issue be prioritized on the Senator's schedule. You have a very good relationship with this lobbyist and can work with them on this issue, however they are insistent on speaking with the Senator vs. working with you.

Scenario #6:

You have been tasked to hire a college intern to help in the Senate Office. The goal for this hire is to learn about the legislative process while assisting with data gathering and analysis to prepare the Senator to be well-versed in the intricacies of upcoming legislation. Your Senator would prefer to have an intern from the same party, the same geographical area, and aligned on most if not all of their positions on key issues. You have a differing perspective that the best candidate could have a different political leaning and stance on current issues. How do you convince your Senator to choose the best candidate who meets the "actual or genuine requirements of the role" vs. one who will be the "right or traditional fit" in the office?



Collaboration Skill Practice Worksheet

Your Style _____

Their Style _____

Plan your discussion:

Their needs/motivated by...

Be willing to....

Avoid....

Include.....

Session Application

| | | |
|----------|--|--|
| T | List the most valuable Thing(s) you are taking from this session? | |
| A | List the Action(s) you will be taking in the next 30 days. | |
| B | List the Barrier(s) you may need to overcome. | |
| B | List the Benefit(s) you will accrue from overcoming the barriers. | |

Who will you share this plan with and when?

Name: _____

By: _____

Wish to purchase a DIScovery Report for others (colleagues, family, friends)? Click below:



Wish to upgrade your Concise report to a Standard, Extended or Leadership Profile? See below on the benefits and send a request to michelle@mykgw.com.

| | Benefits | Pages | Additional Cost to Upgrade from Concise Report |
|---------------------------|--|--------------|---|
| Standard Profile | Shows your motivational style and how to communicate better. | 30 | \$27 |
| Extended Profile | Includes the above and also shows how to relate with others, be more productive and minimize conflict. | 50 | \$47 |
| Leadership Profile | Includes all of the above as well as a revolutionary leadership approach that is easy to apply. | 65 | \$57 |



Resources

Videos

Brenne Brown on Empathy



Simon Sinek - How great leaders inspire action



List of Recommended Reading

| | |
|-----------------------|---|
| Pride | Whale Done!: The Power of Positive Relationships, Ken Blanchard |
| | Who Do You Think You Are Anyway, Dr. Robert A. Rohm, Ph.D. |
| Responsibility | The Art of Empathy: A Complete Guide to Life's Most Essential Skill, Karla McLaren |
| | Blindspots: Hidden Biases of Good People, Mahzarin R. Banaji and Anthony G. Greenwald |
| | The Speed of Trust, Stephen R. Covey |
| Ownership | Applied Empathy, The New Language of Leadership, Michael Ventura |
| | Crucial Conversations, Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler |
| | Humble Inquiry, Edgar H. Schein |
| | Leading with Emotional Courage: How to Have Hard Conversations, Create Accountability and Inspire Action on your most important work, Peter Bregman |

Tools

Feelings Wheel



Cognitive Biases





Knowledge Works Group delivers the following talent services and solutions:

| Talent Development | Skill Development (Leaders) | Skill Development (Organization) |
|---------------------------------|---------------------------------------|--|
| » Recruiting Strategies & Plans | » Leading High Performance Teams | » Disrupting Micro-Aggression in the workplace |
| » On-boarding Programs | » Leading Diverse Teams | » Getting Things Done (Productivity) |
| » Mentoring Programs | » Effective Coaching | » Making Meetings Work |
| » Team-building | » Storytelling for Leaders | » The Art of Facilitation |
| » Executive Coaching | » Leading with Emotional Intelligence | » Business Presentation Skills |
| » Conference Planning | » Resolving Conflict | » Building Trust |
| » Project Management | | » Managing Difficult Conversations |
| » 360 Feedback | | » Interpersonal Communication |
| » Engagement Studies | | » Emotional Intelligence |
| | | » Team@Work |
| | | » Root Cause Problem Solving |
| | | » Lean Management |
| | | » Standard Work |
| | | » Project Management |

