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SERVANT LEADERSHIP FOCUS

A monthly newsletter to promote and stimulate servant leadership ideas & tools into the Viox culture.

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Transformational Stories

By: Judith E. Glaser – Conversations that Transform History!

My dream is to open the door for conversations that activate our capacity for more trust, integrity, candor, empathy, foresight, insight and innovation in the world. I call these conversations Level III conversations. They have the power to transform history!

In that spirit, I want to share with you some exciting news that emerged last week as my keynote book tour, part of the launch of Conversational Intelligence, takes me to different parts of the country.

This past week I was speaking to various groups in Cincinnati – business leaders, Educators, School Principals, and School Administrators. The largest of which was 850 Faculty from Xavier University. The level of interest in Conversational Intelligence was beyond my wildest expectations.

Dr. Michael Stabile, my long-time friend and colleague, and the founder of The Creating WE Institute for Education in Cincinnati, asked everyone who attended to make a commitment to engage in 'conversational

experiments' – experiments designed to enhance their conversations with their family, friends and colleagues. With Thanksgiving upon us, and with families getting together, I thought Michael's inspired idea should be passed along to everyone. Imagine a meal with great food, kids all asking for the same a turkey leg, football on the TV, and conversations that increase the love and connections within your family.



The Caring Effect & Secrets to Excelling At Being A Conversational Expert!

By: Judith E. Glaser

The Caring Effect

What is most exciting about this new science of human behavior is that we now know that our heart acts more like an orchestra leader of our states of mind than as a solo musician. Capable of reading the chemistries of our interactions, our heart sends messages up to the brain through a large number of pathways, instructing our brains how to interpret and respond to our moments of contact with others. With this information from our heart, our brain guides us to either withdraw from others in fear or reach out to others to connect.

Leaders don't need to physically touch another person or hug them to produce this **caring effect**. Instead they can touch someone's heart with words of sympathy or support, or they can validate someone's concern and trigger a more positive mental and physical state of mind.

Rather than "replacing employees who aren't cutting it" or punishing them for not achieving expectations, leaders can now learn new leadership practices they can use with employees to help release or trigger skill-building – propelling mediocre employees to become better and ensuring good employees to become even greater.

"To get to the next level of greatness depends on the quality of the culture, which depends on the quality of the relationships, which depends on the quality of the conversations."

"Everything happens through conversations!!!" – Judith E. Glaser

Secrets to Excelling At Being A Conversational Expert!

- ◆ *Stay in an open, nonjudgmental state of mind*
- ◆ *Ask questions that enable the person to speak about the issue fully*
- ◆ *Reflect back what you heard, and also what you think you heard to test for what the person really means*
- ◆ *If you believe you are hearing conflicts, or almost unspoken issues and concerns, test out your intuition by stating them "It sounds like you are really worried about...." or "Am I hearing correctly, you are saying you don't really want to"*
- ◆ *Demonstrate empathy and support by focusing on understanding the other person's perspective and reality.*



Top Five Conversational Coaching Skills

By: Judith E. Glaser

Empathy is the cornerstone of peer coaching. To be empathic, you have to think beyond yourself and your own concerns. Once you see beyond your own world, you'll realize that there's so much to discover and appreciate!

TOP FIVE CONVERSATIONAL PEER COACHING SKILLS

1. Build Rapport

Connecting with your colleague is vital to the peer coaching process. Taking the time to learn about their aspirations and needs for coaching will give you a strong foundation to build upon. Showing interest in and being curious about your colleague and what he/she is coming to talk with you about will help you understand the context for your coaching.

When you put your full intention into the coaching process, and when you pay full attention to helping your colleague find new ways of thinking and expressing his/her thoughts and issues, you will be playing an extremely valuable role in their development—and also in your own.

2. Balance Talking & Listening

Scientific evidence suggests that balancing talking and listening is vital for the coaching process to be successful. It's important for the peer coaching to realize their job is not to 'tell the person what to do' rather it's to listen deeply to the concerns and issues and to help the person arrive at new perspectives for seeing their challenges in new ways.

Balancing the talking and listening doesn't require a strict 50-50 distribution. The ratio can be 80-20 and still be balanced. The key is not so much the actual time each one talks, but rather that the listening and talking are designed to enable your colleague to make discoveries—not for you to deliver them.

3. Ask mind-expanding questions

Asking closed-ended questions that require no thinking and just a 'yes or no' answer, are not going to help your colleague think in new ways.

A deeper and more detailed conversation will certainly be less predictable and probably more interesting, and it will likely have the effect of enriching your relationship and expanding your coaching skills.

Suggestions for more productive questions:

1. Ask questions that elicit detail—these are often "what" questions
ex. "What stimulated you to think about xxx in this way?"
2. Ask open questions that require more than a "yes" or "no"
ex. "What did you like about the report?"
3. Ask some questions that are a little bit surprising or edgy
ex. "What's the most exciting/ challenging thing that's happening with you since our last conversation?"
4. Ask some "what if..." questions
ex. "What if you had the means to pursue your dream project, what would it be?"

4. Give genuine support, encouragement and empathy

Old habits can be eliminated and replaced with kinder and more generous behavior that fosters open dialogue between people in the coaching relationship.

Your role as the coach is to reflect and mirror back the feelings, the questions, the concerns and the underlying issues that your client is bringing up.

5. Keep your positive energy up

When we interact with others, we exchange not only words and bodily expressions, we also exchange our vital energy. Energy matters in the coaching relationship and gives you and your colleague the fuel to work on issues that may be deep, or below the surface. To increase and maintain our personal energy, keeping interactions positive rather than negative by focusing on what's good and what works instead of griping and complaining. When we are energized, we are able to be responsive, alive to our colleague's issues, situation and the person we are talking to.



This publication was produced by Michael J. Stabile, Ph.D. at FutureNow, Consulting

Empowering Thinking

Equipping Leaders

Coaching reminders:

Mike is available for individual leadership coaching.

Call or email for appointments.

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Transforming Cultures

...one person at a time.



"EVERYTHING RISES OR FALLS WITH LEADERSHIP."
CULTIVATING THE VIOX WORK CULTURE