Dunbar
Organizational Health

The Missing Conversations

Accelerate The Momentum of Your Mission to Survive — Craft a Shared Vision to Thrive

Dr. Craig Overmyer

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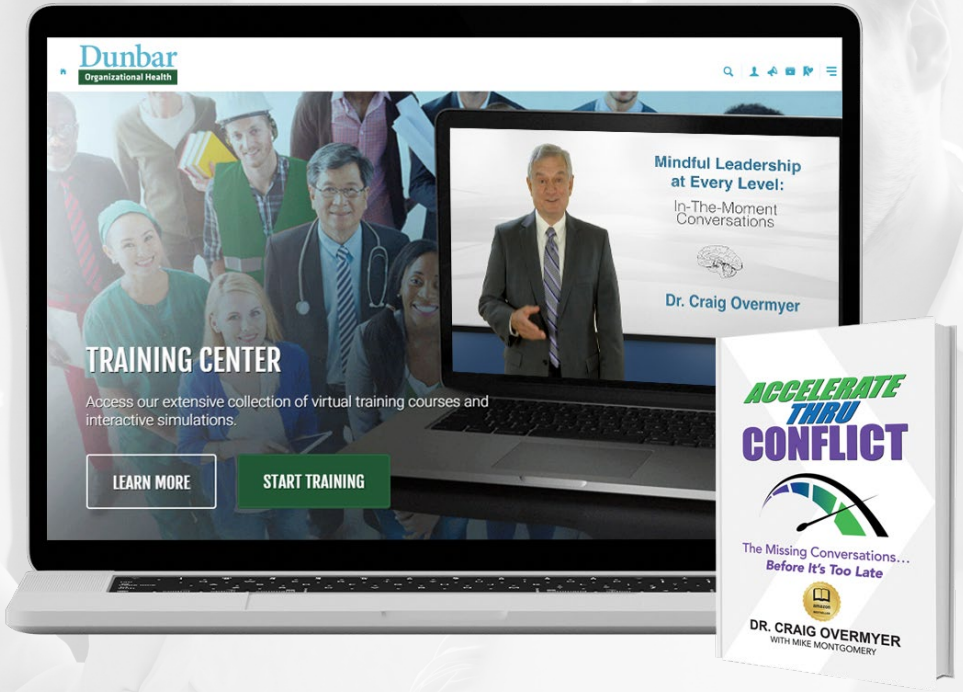
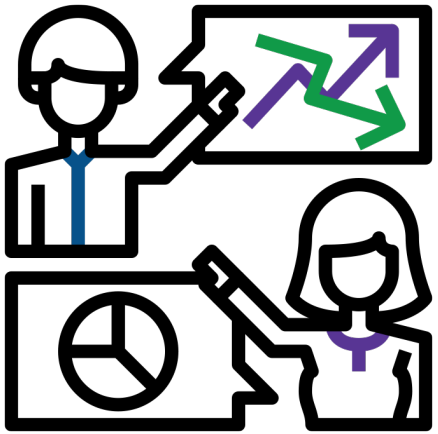


Guidelines by Jim Collins

THE MISSING CONVERSATIONS

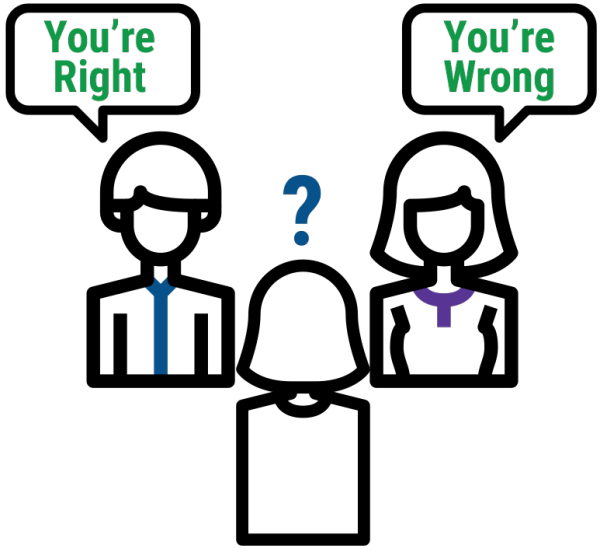
Volatile – Uncertain – Complex – Ambiguous



Do we have 90% of the right people in the right seats on the bus?

What are the brutal facts?

What disciplines must we raise to a fanatic level?



What should we stop doing?

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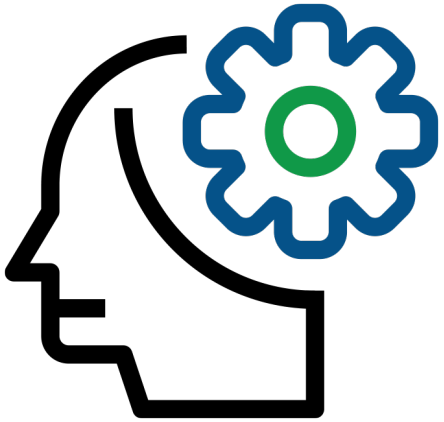
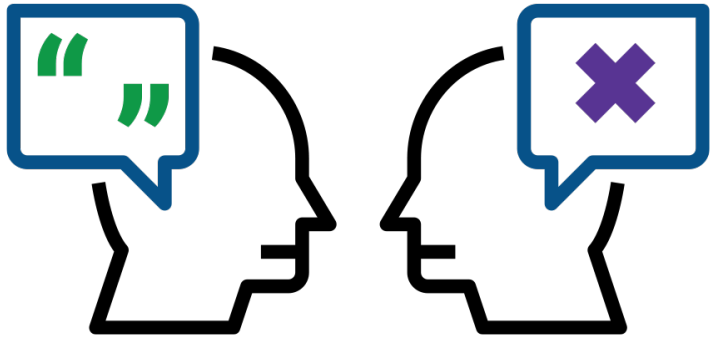
3 PROBLEMS TO ADDRESS

THE MISSING CONVERSATIONS



Critical thinking
skills are diminished

Decision making
is compromised



Candid conversations
are avoided

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VALUABLE TAKEAWAYS and BENEFITS

THE MISSING CONVERSATIONS

- ✓ **Levels of Threat Exercise**

  (Improve energy and an organizational climate of caring)

- ✓ **Critical Thinking Canvas**

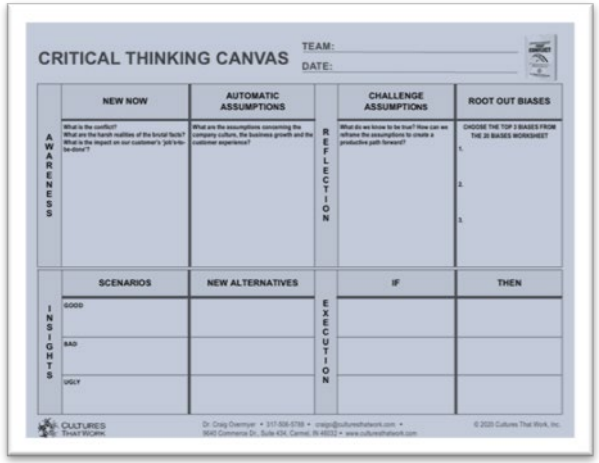
  (Reality based decision making to overcome challenges)

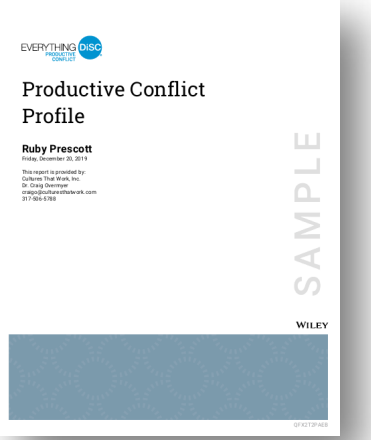
- ✓ **Productive Conflict Profile**

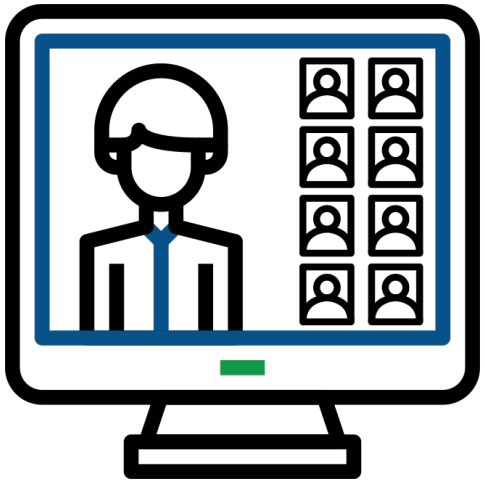
  (Improve business outcomes to thrive in any market)

- ✓ **In-The-Moment Conversations™ Virtual Platform for Distributed Learning**

  (Create a culture of accountability and value creating service)







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"WHO AM I AT MY BEST?"

THE MISSING CONVERSATIONS

Everyone must say to themselves, when facing conflict, "I must challenge the story driving my behavior."

—Mark Divine, author of Staring Down the Wolf

You can't think your way out of a crisis. You must talk your way through a crisis.

—Verne Harnish

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LEVELS OF THREAT DURING CRISIS

THE MISSING CONVERSATIONS

1. Distant

Watch

2. Nearby

Warning

3. Here

Touchdown

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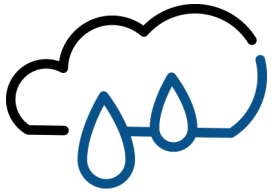
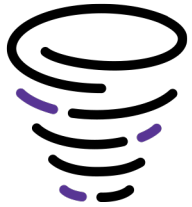
LEVELS OF THREAT

THE MISSING CONVERSATIONS



Level 1: Minor
(little impact on you, your family or business)

Level 2: Major
(you your family, your team and your business are disrupted, but still functioning)



Level 3: Severe
(People, Strategy, Execution, Cash decisions are severely impacted)

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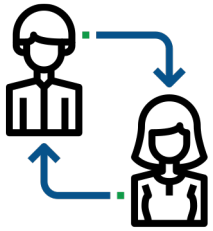
THREAT BUFFERS



Level 1: Connect often; serve others; focus on customers

Level 2: Create clarity/certainty; be present; be engaged moment by moment

Level 3: Make sleep a priority; nourish your mind; refuel the body

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JOURNEY THROUGH CRISIS

THE MISSING CONVERSATIONS

1. Be Vulnerable (Starting with the CEO)

2. Rate the level of threat from 1 to 3
   - Initially
   - Currently
   - Impact

3. Buffer the stress response

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NEUROLEADERSHIP INSTITUTE: BRAIN-BASED COACHING

THE MISSING CONVERSATIONS

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LEADERSHIP WHEN FACING THREAT

THE MISSING CONVERSATIONS

WRONG WAY

- "How's everybody doing? Fine I hope!"
- Avoid the harsh realities
- It's not safe to speak up.

RIGHT WAY

- Be vulnerable; start with the Boss.
- "What hasn't been said, that needs to be said?"
- Deep Listening; Psychological Safety

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3 RESPONSES TO CONFLICT

THE MISSING CONVERSATIONS

PRODUCTIVE CONFLICT

Requires self-leadership from colleagues to honor each other's style and make sure it's safe during In-The-Moment conversations.

UNPRODUCTIVE CONFLICT

This is false harmony. The conflict is hidden. It's comfortable to avoid issues, but artificial.

DESTRUCTIVE CONFLICT

Conflict events trigger automatic biased thoughts, which in turn trigger destructive responses.

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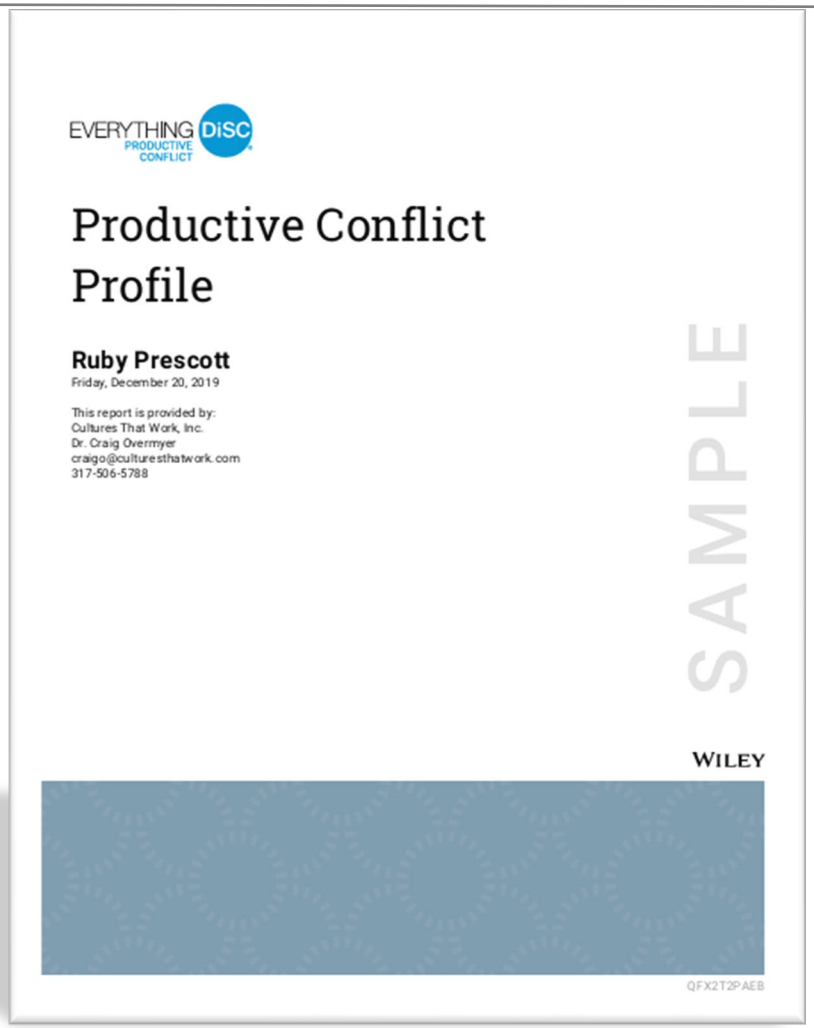
HOW LEADERS SHOW UP MAKES ALL THE DIFFERENCE

THE MISSING CONVERSATIONS



EVERYTHING DiSC PRODUCTIVE CONFLICT

Productive Conflict Profile

Ruby Prescott
Friday, December 20, 2019

This report is provided by:
Cultures That Work, Inc.
Dr. Craig Overmyer
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317-506-5788

SAMPLE

WILEY

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Conflict Definition

- Conflict comes down to a **difference of opinions** involving **strong emotions**.
- While we **can't control** how others respond to conflict, **we can control** our own response.

DESTRUCTIVE VS. PRODUCTIVE CONFLICT

THE MISSING CONVERSATIONS

WRONG WAY

- SEIZED BY THE MOMENT
- AUTOMATIC THOUGHTS
- DESTRUCTIVE RESPONSES

RIGHT WAY

- SEIZE THE MOMENT
- REFRAME AUTOMATIC THOUGHTS
- PRODUCTIVE RESPONSES

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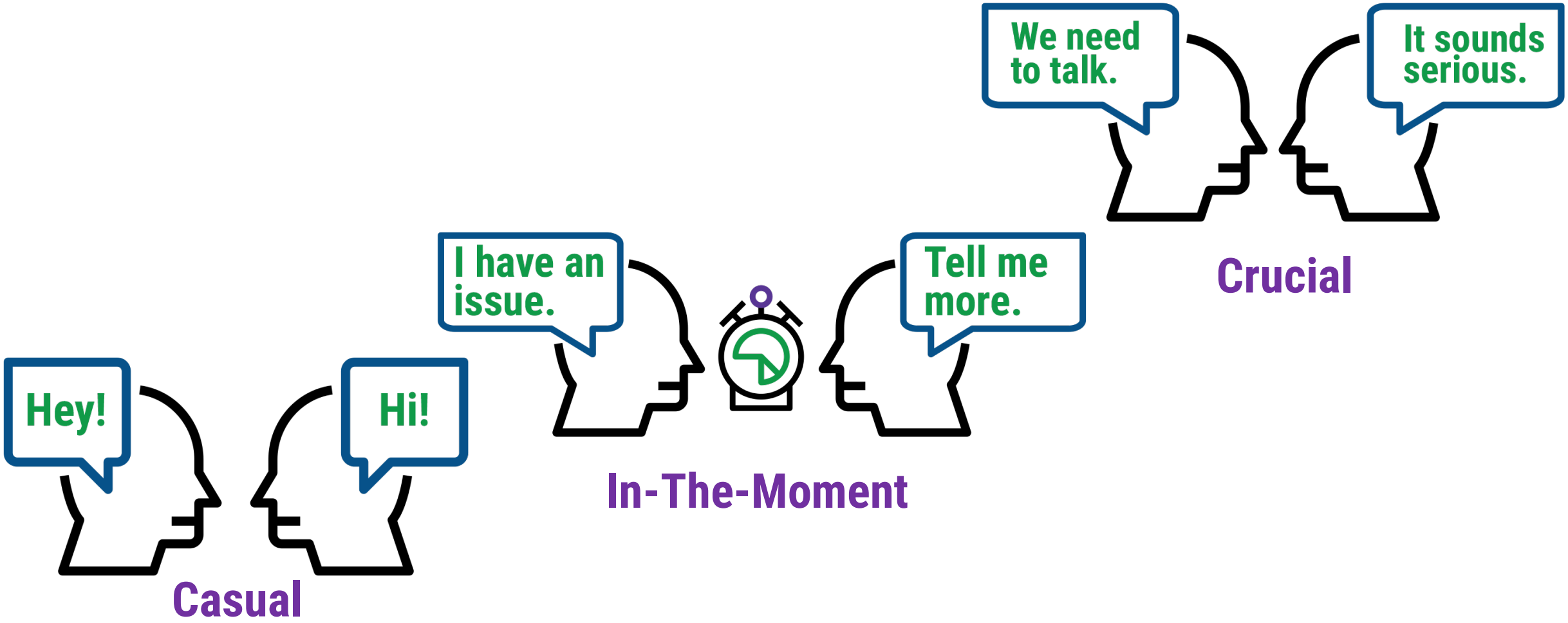
3 Distinctive Conversation Styles

THE MISSING CONVERSATIONS



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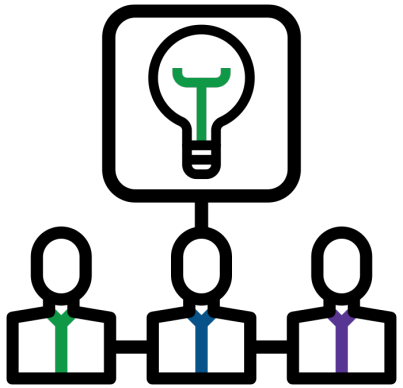
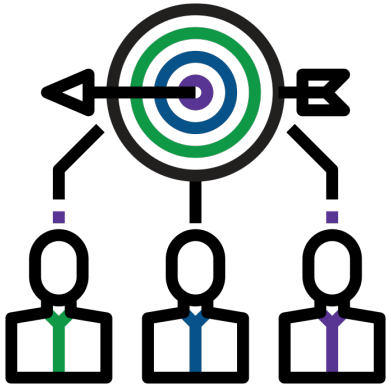
In-The-Moment Conversations™

THE MISSING CONVERSATIONS

Seize the Moment



Remember the Future



Learn from the Past

Seek Accountability

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SEIZE THE MOMENT—REGAIN FOCUS

THE MISSING CONVERSATIONS

Accelerator Questions:

1. What's on your mind, that needs to be addressed, or put aside, to be fully present and focused?

2. What is the conflict, and what is the real challenge for you?

- Regain focus on your purpose and mission
- Practice critical thinking for improved decisions
- What are the harsh realities of the brutal facts?

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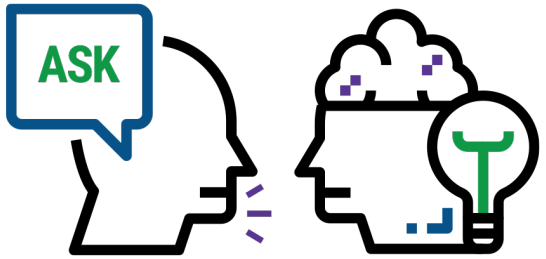
CRITICAL THINKING

THE MISSING CONVERSATIONS

Challenge assumptions

Root out biases

Ask questions that draw out new alternatives



Press for evidence to support new solutions

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CRITICAL THINKING CANVAS

THE MISSING CONVERSATIONS

CRITICAL THINKING CANVAS

TEAM: _____

DATE: _____

AWARENESS	NEW NOW	AUTOMATIC ASSUMPTIONS	REFLECTION	CHALLENGE ASSUMPTIONS	ROOT OUT BIASES

INSIGHTS	SCENARIOS	NEW ALTERNATIVES	EXECUTION	IF	THEN

CULTURES THAT WORK

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DECISION MAKING

THE MISSING CONVERSATIONS

WRONG WAY

- HEAR TO FIX; TELL TO SOLVE
- PROBLEM FOCUSED
- SEEK CERTAINTY

RIGHT WAY

- LISTEN TO LEARN; ASK TO EMPOWER
- SOLUTION FOCUSED
- SEEK CLARITY

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REMEMBER THE FUTURE—CRAFT A SHARED VISION

THE MISSING CONVERSATIONS

Accelerator Questions:

3. What is the ideal outcome, and what will it mean for you to achieve it?

4. If we don't resolve this conflict, what will be the outcome, and what will it mean for you?

- Clearly communicate the disciplines to strive, fanatically toward a vision
- What disciplines will it take to thrive, even in a volatile, uncertain, chaotic, and ambiguous world?
- How is your hedge hog/BHAG? Should you create/change your flywheel?

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CLEVELAND CLINIC FLYWHEEL

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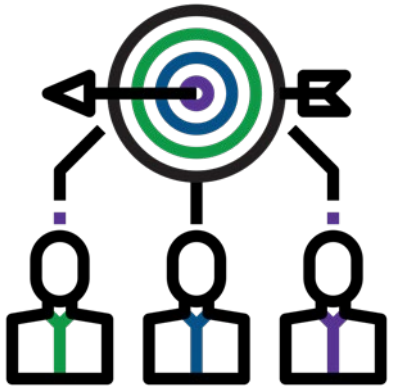
LEARN FROM THE PAST—BUILD ORGANIZATIONAL ALIGNMENT

THE MISSING CONVERSATIONS



Accelerator Questions:

5. What insights have you learned during this conversation?

6. What will you promise to do, by when, to be in alignment to achieve our shared vision?

- Develop cohesive teams—Boat Crews
- Practice productive conflict through In-The-Moment Conversations™
- How can you help someone else, be of service to others?

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SEEK ACCOUNTABILITY—CHAMPION EXECUTION HABITS

THE MISSING CONVERSATIONS

Accelerator Questions:

7. What are the "if, then" habits you will put into practice to keep the promises we just made?

8. How and when will you seek accountability to verify you are in alignment?

- Inspire a feedback rich culture
- Seek mutual trust, respect and accountability for results and cash
- What are your oxygen containers you must preserve and protect?

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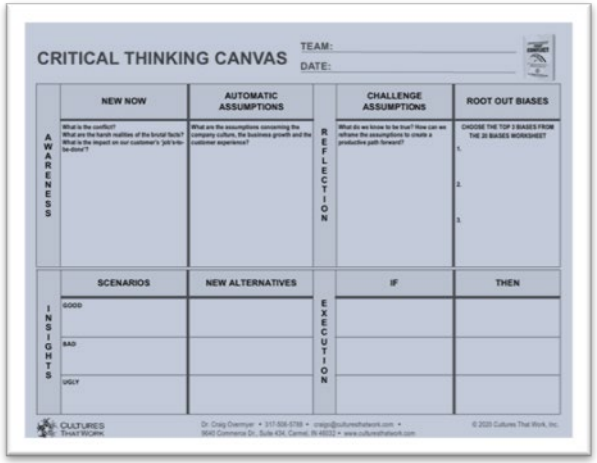
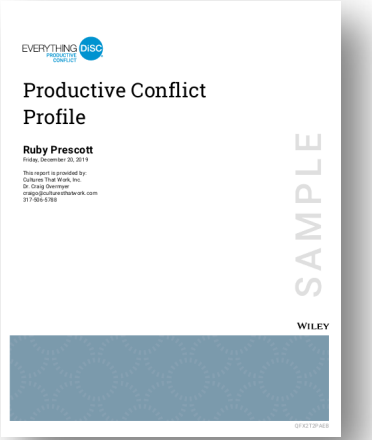
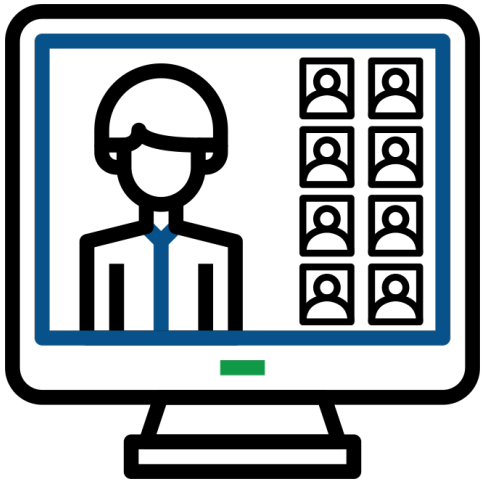
NEXT STEPS—OPTIONS FOR YOU AND YOUR TEAM

THE MISSING CONVERSATIONS

- ✓ **Levels of Threat Exercise Download**
- ✓ **Critical Thinking Canvas Download**
- ✓ **2-hour Coaching Session**
  - **Productive Conflict Profile Debrief**
  - **Jump start In-The-Moment Conversations™**
  - **Virtual Platform Overview**







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NEXT STEPS—SPECIAL OFFER

THE MISSING CONVERSATIONS

~~$1,495~~

$0

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THE MISSING CONVERSATIONS

THANK YOU

Go in a Good Way

IN-THE-MOMENT CONVERSATIONS™

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