

Powerful Conversations Orientation & Resource Guide Advanced Coaching for Profound Impact

(Preview of 80 Slide / 40 Page Complete Guide)

Leading Change Consulting & Coaching
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PC Preview v9/08

I don't think people are looking
so much for the meaning of life as
they are looking for the
experience of being alive.

-- Joseph Campbell

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Conversations - For What Purpose?

To Solve Problems

- Behavior \Rightarrow Results
- Work on the problem.
- Win a finite game (produce results now.)

To Grow Humans

- Mindset \Rightarrow Behavior \Rightarrow Results.
- Work on the person who brings the problem.
- Advance the infinite game (learn to produce sustained results.)

Two Ways of Being

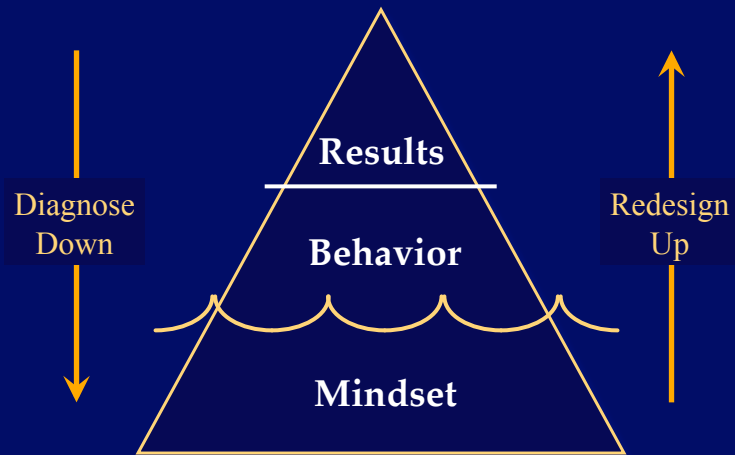
Reactive

- Closed
- Disconnected
- Automatic
- Controlling
- Rigid
- Defensive
- Contracted
- Play small
- Role of victim

Generative

- Open
- Connected
- Intentional
- Creative
- Exploratory
- Determined
- Expansive
- Play large
- Role of owner

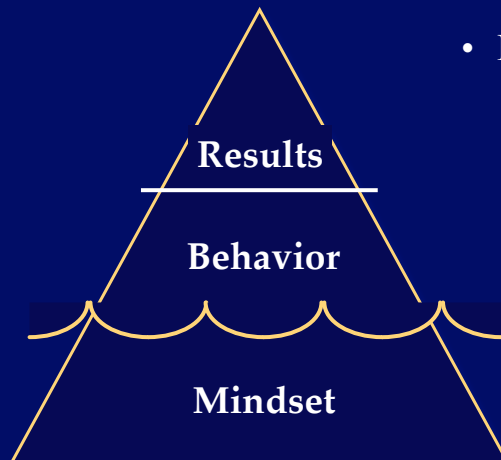
Levels of Powerful Conversation



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Mindset



- Mindset refers to:
 - Intentions
 - Assumptions, beliefs
 - Unspoken thoughts and feelings
 - Attitudes
 - Moods

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Beyond the Basics: How to Infer Mindset

Listen for intentions, assumptions,
attitudes, beliefs, moods:

- How do you see yourself?
- How do you see the other person(s)?
- How do you see the situation?

Exploring a Case

- **Results**
 - What result does she want that she is not yet getting?
 - What result is she getting that she doesn't want?
- **Behavior**
 - What is she saying that is getting in the way?
 - What is she not saying that is missing?
- **Mindset**
 - How does she see herself, the other person(s), and the situation?
 - What about this gets in her way? What is missing?

What Makes This Learning Process Different?

- Real play
 - vs. role play
- First do, then reflect on learning
 - vs. first talk a lot, then practice
- A series of sessions over time
 - vs. a one-shot event
- Generate insights and breakthroughs in performance
 - vs. only accumulate knowledge and tools
- Support for regular application to real-life issues
 - vs. wishful thinking that awareness alone leads to new habits

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Criteria for “Real Plays”

- A current, difficult situation where I am stuck or dissatisfied.
- It is significant and persistent or recurring .
- I want a better result.
- I can describe an episode that illustrates the problem.
- I am willing to speak about it openly in the context of this group.

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Powerful Conversations Address Two Levels of Life

Life as a Story

Life in  the Moment

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Life as a Story

- Questions
 - What happened? Why?
 - Where are you now?
 - What do you plan to do? How?
- Useful to...
 - Understand, learn from the past
 - Solve problems in the present
 - Plan a desired future

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Life in the Moment

- Questions
 - What’s happening right here and now?
 - Is the river of life flowing through you, or not?
- Useful to...
 - Get access to all of our “natural resources”
 - Move from a Reactive to a Generative state
 - Shift orientation from victim to owner
 - Step out of space and time to explore

Stages of a Powerful Conversation



Stages of a Powerful Conversation

Move from Intention to Results

Plan from a New Point of View

Generate Fresh Insights

Get to What Really Matters

- Listen to what they say...but focus on what they reveal
- Connect with the core of their concerns
- Introduce a more useful frame
- Demonstrate significant value within 10 minutes.

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Stages of a Powerful Conversation

Move from Intention to Results

Plan from a New Point of View

Generate Fresh Insights

- Interrupt unproductive thinking.
- Challenge assumptions and beliefs that keep them stuck.
- Explore gaps in logic and hot or dead spots in feeling.
- Reconnect with what is truly authentic.

Get to What Really Matters

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Stages of a Powerful Conversation

Move from Intention to Results

Plan from a New Point of View

- Shift identity from “victim” to “owner”.
- Evoke a bold stand for what is possible.
- Develop the full expression of authentic self.
- Move from vague fears to clear choices.

Generate Fresh Insights

Get to What Really Matters

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Stages of a Powerful Conversation

Move from Intention to Results

- Design a course of committed action.
- Practice / experiment with new moves.
- Set up structures for support.
- Follow-up with measurement and feedback.

Plan from a New Point of View

Generate Fresh Insights

Get to What Really Matters

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Tools for Powerful Conversations (1)

- **Get to What Really Matters**
 - Listen for the whole story
 - Combine inquiry with advocacy
 - Demonstrate deep understanding
 - Set conditions for success
- **Generate Fresh Insights**
 - Separate facts from stories
 - Blend challenge with support
 - Challenge limiting beliefs
 - Face the gap between intentions and results
 - Address gaps in trust

Table of Contents (1)

During the Powerful Conversations program, we draw on these and other tools to deepen the conversation.

The complete resource guide shows how to use each of these tools.

Tools for Powerful Conversations (2)

- **Plan from a New Point of View**
 - Diagnose and address mood
 - Turn complaints into commitments
 - Move from victim to owner
 - Appreciate what already works
 - Take a bold stand for self, others, and the future
- **Move from Intention to Results**
 - Speak your truth with dignity
 - Design and practice new behaviors
 - Basic moves for causing action
 - Make plans for effective action
 - Confront the risks and make a choice
 - Create structures of support

Table of Contents (2)

During the Powerful Conversations program, we draw on these and other tools to deepen the conversation.

The complete resource guide shows how to use each of these tools.

- **Appendix: Opening Lines**

How to Learn More

- Visit our website for more information and to register for a public Powerful Conversations program.
 - www.leadingchange.net, then click on “Powerful Conversations”
- Contact us to inquire about a custom Powerful Conversations program for leaders, change agents or coaches in your organization.
 - Call Steve Levin at 650.851.3641 or email steve@leadingchange.net