



AHC Forum, September 21, 2022  
*Evolving to meet the needs of tomorrow*

Think WAY  
back...what is  
something magical  
that you remember  
and loved from your  
childhood?



# Let's have a conversation about:



- What can happen if you have brave, honest conversations
- The magic of collaboration
- Why we need to have more brave, honest conversations
- Magic ingredients that get better results and outcomes
- A little bit of practice and trying things out



# The unicorn of collaboration

Improved performance

Better results

Perception as credible & trustworthy

Make better decisions for the long-term

Has a positive impact

Creates partnerships and extends network

Solves complex problems together with others







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animalrightstoronto.com



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alextimes.com




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hollywoodreporter.com



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WHAT we face is different than  
the WAY we address the  
challenge.



What = the topic, issue, variety of  
facts on the situation.

Way = how we work with others to  
address those issues and  
challenges.



# Top 10 Global Risks by Severity

Over the next 10 years



■ Economic ■ Environmental ■ Geopolitical ■ Societal ■ Technological





- Growing social divide
- Polarization
- Toxicity
- Public blame and shame
- Erosion of social cohesion
- Distrust
- Mental health challenges
- Evolving social norms



## We Must Overcome Our Divisions and Come Together to Face Longterm Global Risks



# Everyone has the potential for leadership within them.



Leaders:

- Make conscious choices
- Are committed / contribute to something greater than themselves
- Are authentic, self-aware and take responsibility for their impact
- Inspire or empower others
- Do hard things, together with others



# Leadership is an inside job.



In a world of outrage, chaos  
& disruption we all need to  
lead.

*It starts with you.*





Brave, honest conversations  
are how we solve the problems in our  
organizations, communities and lives.



We need a new way to address the challenges we  
face.

We need to build our capacity to lead in different  
ways.

Connection, trust, understanding & stronger  
relationships are on the other side of these  
conversations.





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# What contributes to the magic of collaboration?

A positive environment that is supportive, full of belief with enough structure for tough conversations.

Tending, care and kindness. Respect and humility. Relationships over being right. Building trust.

Growing, learning, adapting and practicing. Tackling complex, difficult things.

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HOW do we create  
the magic of  
collaboration so we  
can receive the  
benefits and results?

-Act with intention,  
behave with integrity

-Work with emotion  
to find meaning

-Invite complexity

-Disagree well



# Choose a perspective: collaboration begins with YOU

## **The “I” Perspective:**

where there is only 1 right answer or view, and yours is the right one. If others don't get it they are wrong and/or bad.

## **The “WE” Perspective:**

where there are different ways to see this complex issue and we can find common ground to solve this tough challenge if we invest in each other.





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**How do you want to show up?**

**What are you committed to?**

**What impact do you want to have?**



# Choose a perspective: collaboration begins with YOU

**How do you want to show up?**

**What are you committed to?**

**What impact do you want to have?**

When I am open and curious, committed to deepening understanding, resolution emerges.

When I am generous and light-hearted, committed to learning, new ideas flourish.



Leadership of brave, honest conversations requires BEING and DOING.

DOING = actions, tasks and activities with focus on a goal or objective.

BEING = attitude, behaviour and mindset we hold.



Just do  
it.

Efficiency  
matters.  
Time is  
money.

We need a  
plan and a  
to do list.

**DOING = Actions, tasks & activities.**

**BEING = Attitude, behaviour & mindset.**

We need to  
understand  
where  
everyone  
stands on  
the issue.

We need to  
talk about  
our fears and  
concerns  
before we  
move ahead.

Hug it  
out.



Too much emphasis on DOING gets things done but results in transactional relationships, losing trust and cooperation to efficiency, undermining performance.



**DOING**

**You need doing AND being to gain the benefits of brave, honest conversations.**



**BEING**

Too much emphasis on BEING results in strong relationships, deeper understanding and trust and low progress or results.




**Conflict is a signal that something needs to change.  
Power is the ability of people to make change happen.**

*I choose change.*

*I choose  
to bravely lead.*

## Conflict transformation:

- A positive orientation towards conflict
- A willingness to engage
- Explores larger patterns & systems
- A motivator of crucial, positive change, learning & growth
- Reduces violence and increases justice
- Centred in human relationships
- Requires change interpersonally, in groups & in structures



How do we  
increase  
complexity?







Increase complexity.

Focus on increasing our capacity for contradictory complexity to promote more balance, nuance and accuracy in our conversations.

Cognitive complexity.

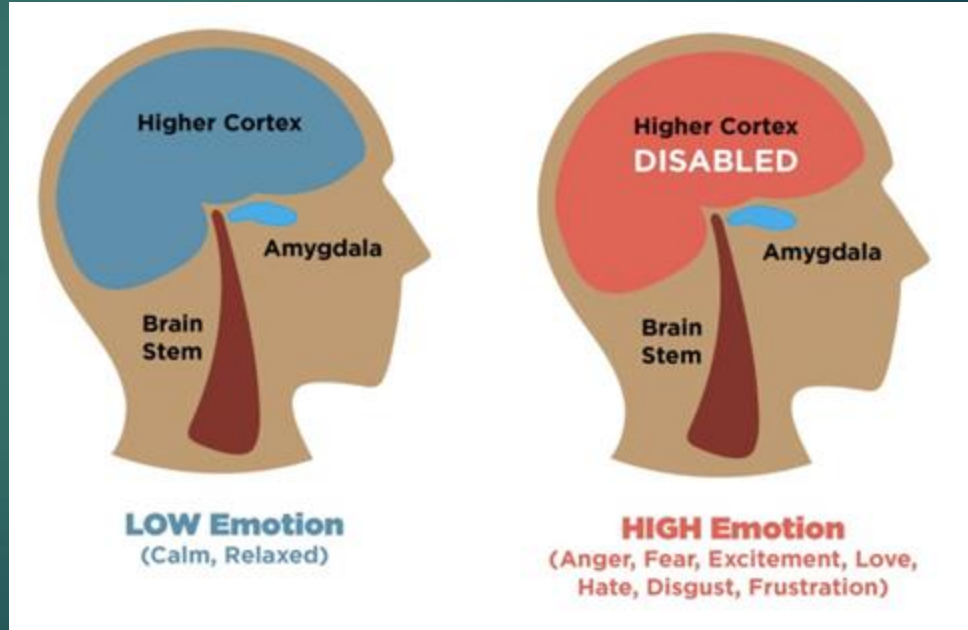
Complexity of social identity.






# True or False?

When we are overcome by intense emotion our brain gets 'hijacked', we react and can't think straight.



# Emotions are a path to deeper understanding.



Feelings and facts go together to make better decisions.

Everyone has feelings.

Feelings are part of being a real human.

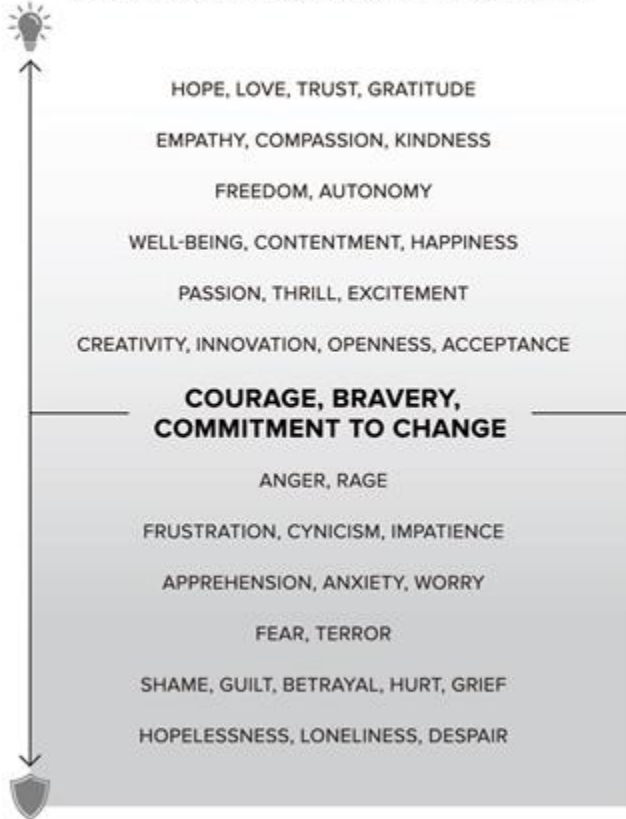
It's not unprofessional to have feelings.





# ASCENDANCY OF EMOTIONS

There is an ascendancy to emotions. They impact the energy inside of you and between you and others. Emotion = energy in motion. What wisdom or insight is there for you in what you are feeling?



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Every emotion has an impact – on you, on others, and on the conversation.

That impact can be constrictive, heavy and limiting.

Or it can be expansive, allowing for positivity and possibility.

It takes courage to create a shift.



Think of a conversation that “pushes your buttons”



# What emotions do you experience in that situation?



- What do you feel?
- What do you feel about the other person / people?
- How do you think the conversation might go?

Take a breath

- What other emotion could you choose in this situation?
- How could you look at the other person / people?
- Now how might the conversation go?



# How do you disagree well?

**Accept controversy** with civility & reframe conflict as natural, **committing to the relationship** and shared purpose.

**Own your intentions** and **take responsibility** for your impact. **Be honest and open** about your reactions and concerns.

**Be curious about ideas versus challenging people.** Focus as much on **HOW you are talking together** as **WHAT** you are talking about.





Think of a conversation that “pushes your buttons”





## Discussion

- ▶ **Go back to that same issue**
- ▶ **Practice disagreeing well.** Be curious, ask questions, listen deeply. Take responsibility for your own reactions. Focus on relationship.
- ▶ What do you do **well**?
- ▶ What do you need to **work on**?





# Where to from here?



What **commitments** can you make to show up for brave, honest conversations?

What **might change** in your life and work if you have them more often?



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now.

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