

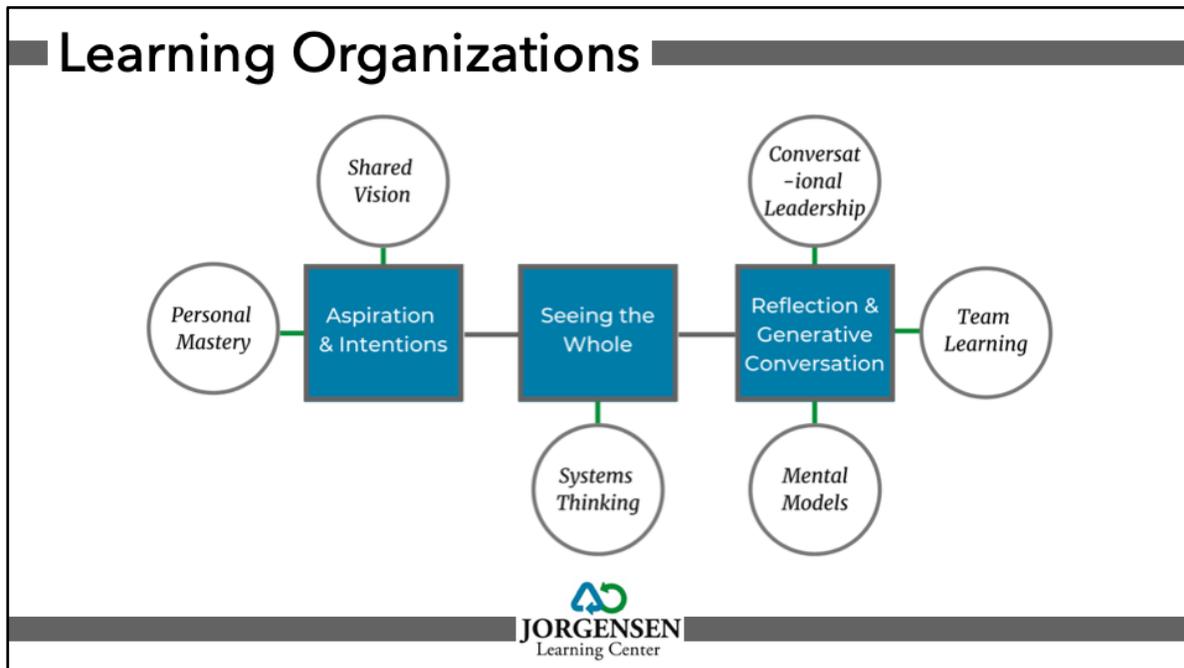
What We Do

- Conversation is the relationship.
- Conversation is the natural way we learn.
- Self-reflection produces personal change.



Achieving results in today's world of fast-paced change requires a new era of leadership. Instead of command-and-control, top-down leadership, successful leaders in today's networked, high-speed environment inspire individuals and teams to learn, share knowledge, innovate and solve problems across organizational boundaries.

Our simple, straightforward and proven Conversational Leadership methods and processes provide leaders with a practical framework to use conversation as a discipline to create a high-performance environment where people are energized to share, contribute, and succeed, together.



Ray talked about leadership challenges from trust to creating collaborative versus competitive executive teams. He surfaced the wisdom in the room and shared some valuable perspectives.

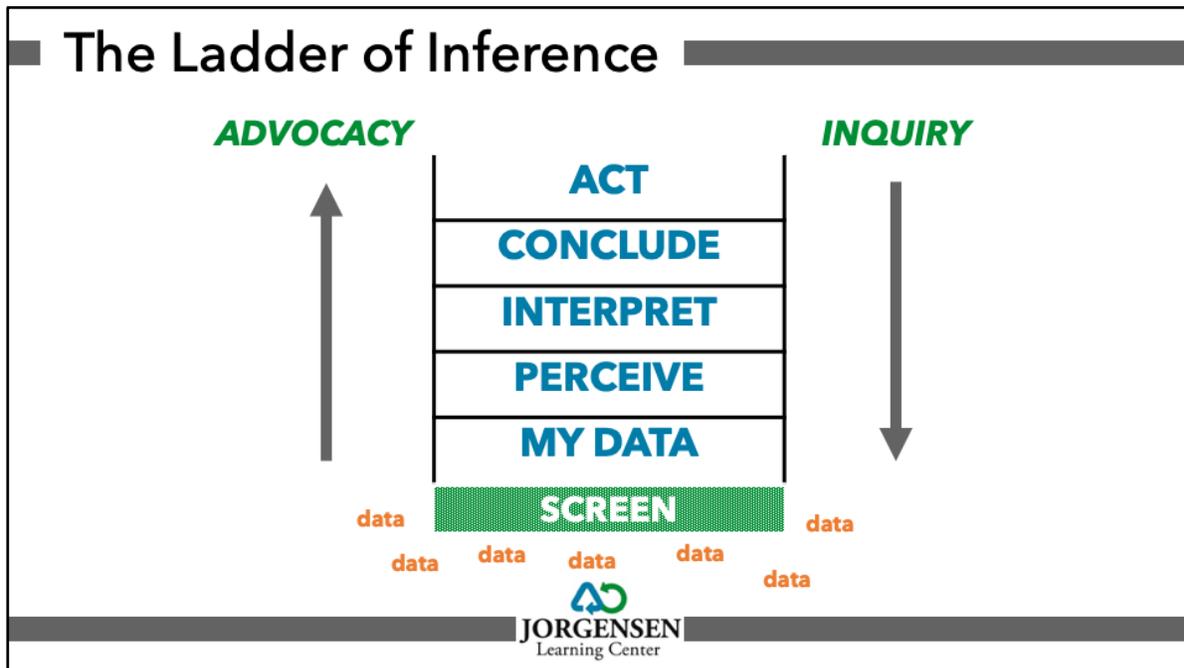
Learning Organizations (Peter Senge)

We develop a learning culture of psychological safety and trust. When we have conversations that develop relationships. Those relationships will drive your results. Therefore, any applied strategy or structure will not be as effective without developing a culture of learning.

A team that is practicing learning has the three leadership capabilities:

- **Aspiration** - Through the practices of personal mastery and shared vision creative tension occurs. We begin to have conversations to clarify what we want to accomplish and identify the tools that will help us get the outcome we want.
- **Seeing the Whole** - Using the discipline of systems thinking, we begin to examine how our current structures are guiding our behaviors so that we design new structures that will take us to the desired future space.

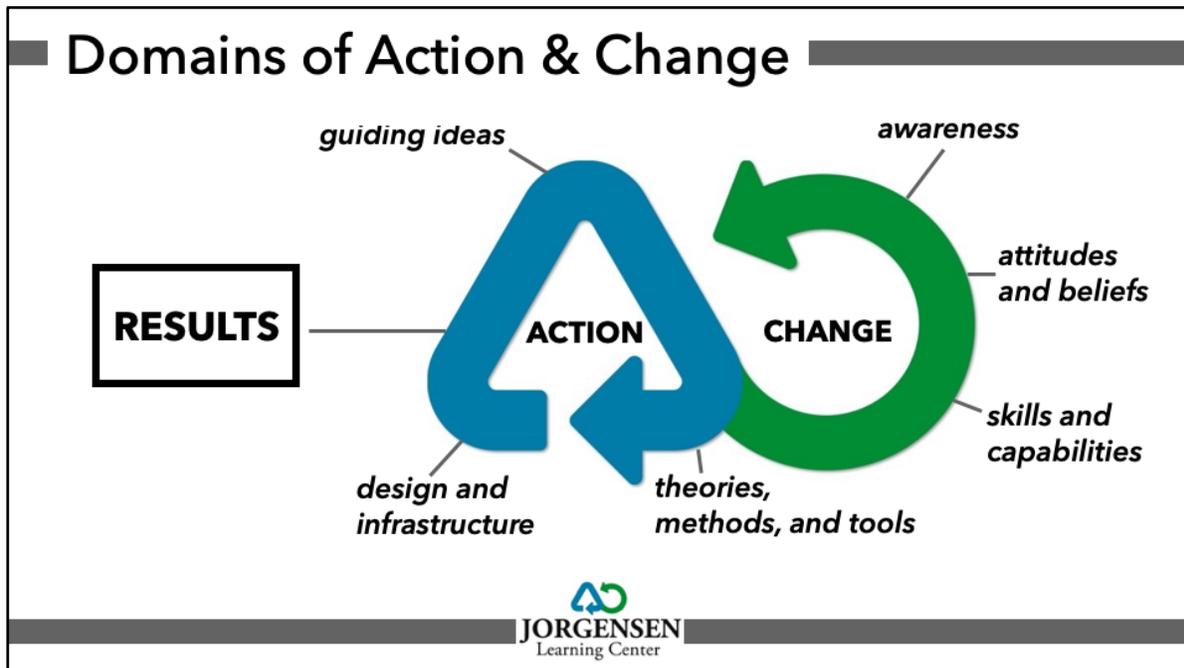
- How are our current structures (strategic planning process) leading us to our desired future state?
 - Are we having conversations about what ought to be instead of focusing on our current reality?
- **Reflective and Generative Conversations** - Self reflection promotes change within the individual and the team. When we practice Conversational Leadership, we are intentional about creating opportunities for team learning through reflection so that we surface our mental models and ensure that learning takes place.
 - How are my words landing on you?
 - What are you hearing me say?
 - What is resonating with you and why?



The Ladder of Inference (Chris Argyris)

Data is unfolding all the time and we come to conclusions and we begin to advocate for our own ideas.

- In a learning organization, we are aware of our thinking, "Ok, I have come to this conclusion, how do I shift to inquiry to find out what I have missed?"
- Inquiry helps surface the other person's thinking and makes it transparent so that I am opening and receiving more data so I can make a more informed decision moving forward.
- There are two paths you can be on (Marilee Adams):
 - When I am in knowing - I am in judgment because I am fearful that I won't get to where I want to be.
 - When I am in learning - I am on the edge of my comfort zone and it's uncomfortable. We want people to weigh in so we can surface the wisdom in the room and share our best thinking.



Not everyone's personal practical knowledge is the same. As a Learning Organization we must recognize and meet people where they are.

- Are we sensitive to who is in the room - everyone has different needs depending on their level of experience and personal leadership development. Novices need someone to tell them what to do but experience leaders do not want to be told what to do. Novices have a high need for external structures because they just don't know what to do.
- As time goes on, their need for external structures go away because they have mastered the art and science of their profession and they can develop their own structure.

Participant Questions & Learnings

Life begins at the end of your comfort zone. When we expand our perspectives, we change the conversation. It takes time to educate people on how to create a safe space and speak up. It can feel uncomfortable as we try new tools and language that fosters learning.

Ray's Thoughts:

- *Am I willing to model what it means to develop a common understanding, even though it is uncomfortable?*

How does one introduce these concepts into the culture?

Ray's Thoughts:

- *Model the actual behavior yourself so everyone in the room can experience explicitly how to develop a common understanding for alignment.*
 - *What I am hearing you say is...., did I get that right?*
 - *The second provocation (did I get that right) shifts the responsibility for both parties in the conversation to ensure they are listening for understanding and willing to learn from each other.*

How do we find the middle ground to craft the open ended conversations without triggering others, especially when speaking to senior leaders?

Ray's Thoughts:

- *Relationships matter and how well we know each other.*
- *How do we make sure we hold the space for differences and not feel like we aren't getting anywhere?*
- *How do we shift from talking about what we were doing and talk about what we aspire to what we want?*
- *Humor shifts the person from their current state and provides a space for self reflection.*
- *How can I drop my conclusions and widen my perspective?*

What is the entry point with an executive group that is in competition and siloed and not designed for collaboration?

Ray's Thoughts:

- *Begin by establishing a conversation where each person in the room identifies their strengths, vision for the future, roles and responsibilities.*
- *While one person shares his individual vision for success, everyone else in the room listens for connections.*
- *Conversations that are full of curiosity surfaces individual visions so that everyone can begin to connect the dots. The result is a shared vision.*
 - *I am noticing you need And I am wondering how we can we support each other?*
 - *Can I see how my individual picture of success fits into the whole system?*
 - *What are some things that we are doing well in the area of collaboration?*
 - *What are we doing that develops our professional relationships?*



JORGENSEN
Learning Center

JLC Services

Core Services

Culture Consulting | Effective Learning Organizations | Executive Coaching

Professional Development Programs

				
Leadership With-it-ness: Enhancing Your Leadership Presence & Awareness	Make Meetings Matter: Designing Effective Meetings that Produce Results	Leading Change Through Conversational Leadership	Enhancing Strategic & Systems Thinking Through Conversational Leadership	Inspiring Innovation & Leading Teams Through Shared Vision


JORGENSEN
Learning Center

JLCs services are designed to enhance leadership capabilities to create a culture of psychological safety, continuous learning, and trust in order to develop high-quality relationships that produce results. *No matter what your challenge, your solution begins with a conversation.*

Culture Consulting

JLC helps organizations create innovative and engaged environments where culture is a competitive advantage. We conduct analysis through observations, learning conversations, and scans of relationship interactions so that we can design and implement the right solutions to develop the desired culture.

Effective Learning Organizations

A Learning Organization focuses on leadership development to enhance organizational effectiveness and produce results. JLC works with leaders to implement practices, tools, and new behaviors to become learning leaders.

Executive Coaching

We work with individuals to enhance self-awareness, clarify goals, create development plans, realize potential, and adopt practices for continuous growth.

Connect with a JLC Associate to learn more. Email info@gojlc.com or call 530-318-5015.