

Professor Norman Drummond

Encouraging us to continually search for our common humanity

Norman's introduction was all about sharing experiences and observations of people he admires and some he has had the pleasure to meet. Such as Nelson Mandela who welcomes you with pace, poise & presence and his typical opening comments, 'what an honour'. He is always calm and always encouraging us to exceed our own expectation.

His introduction set the tone for the rest of the talk, where he explored how we are Leading in challenging times and how we might face our challenges through these three points of access.

Firstly, ...leadership is like life it is a lifelong process of refinement

Some time ago in Edinburgh, he met with the Dalai Lama where they discussed how leadership is like life a lifelong process of refinement. Noting we have some interesting challenges which were explored briefly by reflecting upon India. India, has the British Victorian system of Education, which is about 'Head to Head', rather than 'Head to Heart'.

The implication is, this is the predominant education system in play across the 'West'. To reinforce this point he mentioned several other commentators that make similar observations.

- Robert Caplan, Harvard, Boston: 'Business needs engines and engines need oil. People are the oil, the soft stuff is the hard stuff, we need to understand the connectedness of humans'
- Hugh Mackay, Honorary Professor of Social Science, Sydney: 'We seek knowledge at the expense of Wisdom' and 'The remarkable thing, common sense is not that common'
- Leonard Cohen performing at a small show, in London: He started the show by saying, 'I'd like to thank you for being here tonight...' then went onto to sing his song titled – Anthem, where the chorus '...Ring the bells that still can ring. Forget your perfect offering. There is a crack, a crack in everything. That's how the light gets in...' this chorus seems to resonate for so many people.

Secondly, ...the medicine that we bring to areas of disease

Many more anecdotes followed, too many to share in this summary from Willie John McBride, Cliff Morgan, Peter Drucker, Sebastian Coe, Sir "Tom" Farmer.

Here are a few of the sentiments expressed. "Challenges we face, greed in society & mediocrity. Process and bureaucracy, failing to identify what 'REALLY' works. The critical importance of knowing and being aligned to a sense of purpose. The need to appreciate and understand the value of praise, the power of acknowledgment and the handwritten note?"

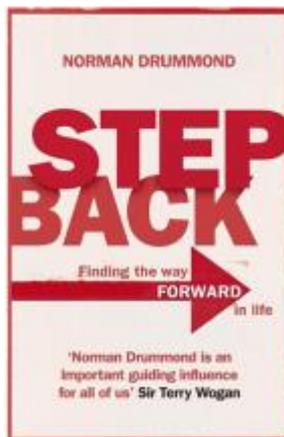
'The longer I live, the more I realize the impact of attitude on life. Attitude is more important than the past, the education, the money, than circumstances, than failure, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. The remarkable thing is we have a choice everyday regarding the attitude we will embrace for that day.

We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable... the only thing we can do is play on the one string we have, and that is our attitude.'

Charles Swindoll –Kwik Fit

Thirdly, ...the real test of leadership is when the wind is blowing against you

Norman, went on to share a personal story, how a younger man had helped him progress to the next level of his military training, when Norman was on the brink of giving up. That gesture of support, to lift up his backpack for just one moment, that gentle nudge, enabled Norman to take on the next challenge, that changed his life completely.



The message was to be cautious when you are about to make important decisions, if you are over-stressed, that will not be the most effective time to make an important decision. It is time to step back from the situation, someway, somehow.

He used this to ask the room, 'How good are you at self-monitoring?' Bringing a Peter Drucker quote 'Managers do things right, leaders do the right thing'. Reflecting further, how do we create a space for ourselves, where we can really be ourselves. Do we have a trusted other, where we can speak openly? These are not nice to haves, they are critical in developing our resilience and maintaining our well-being. The link below takes you to a preview on Google Books.

<https://goo.gl/vZbf31>

As he summed up the first part to the talk, he finished with this statement 'Integrity, courage and staying open to possibility, great things can and do happen'. If we 'connect' with the person, not the role. Be that in a virtual working environment or face-to-face, that is when the benefit is achieved. This allows trust, respect and reliability to develop, offering praise, when praise is due.

Part two was all about the Head and Heart connection. Norman chose to share the story of Helen Mirren and her acceptance speech at the BAFTA Lifetime achievement award in 2014. Here, she acknowledged the fact that her journey would not have started if it had not been for the support of Alice Welding, her teacher that opened up her world to the power of literature and acting. This is not a unique story and this video shows how many others have been supported by great teachers.

<https://youtu.be/01pOFqFtmw>

Another story about Ian Wright (Arsenal football player) when he meets once more his school teacher Mr Pigden. Mr Pigden made a tremendous positive impact on Ian Wright's early life and to see how much, just take a look at this video clip <https://youtu.be/omPdemwaNzQ>

To explore this Head and Heart connection in more detail, there are three coaching questions Norman and his team often use.

- **Who are you, do you feel comfortable in your own shoes?**
- **Why are you living in the way you are, or not?**
- **What else might we do?**

Norman, is involved in many projects and the one he chose to share more detail with us was the Columba 1400 project. The purpose of Columba 1400 being, to enable young people and the key adults in their lives to discover their true potential. Many more stories were forthcoming, too many to capture in detail here. All capturing how when we connect both our Heads and our Hearts, we may be pleasantly surprised what we start to perceive in ourselves and in others.

As we approached the end of Norman's talk he shared a powerful video by Rita Pierson, a teacher for more than 40 years.



Rita Pierson, shares how at the end of the day, the most important aspect is the value and important of human connection i.e. relationships.

Unfortunately, this is not an area we always pay attention to. In this video, she shares many stories about how the human connection made the difference for so many people.

<https://goo.gl/jUSfe3>

When we feel empowered and have a purpose, we get to go wherever we wish, regardless of where we are starting from.

"We Were Made for These Times..."

When a great ship is in harbour and moored, it is safe, there can be no doubt.

But that is not what great ships are built for."

Clarissa Pinkola Estes.

Now is the time to get out there...

To close with the lyrics from Rod Stewart - Can't stop me now - which he wrote for his father '...Thanks for the faith. Thanks for the patience. Thanks for the helping hand. Thanks for the love. Thanks for the guidance. Thanks for the talk and pride...'

RICHARD MULLENDER

When did you last listen, really Listen?

Richard's talk covered at one level a simple concept, to listen. However, to listen at the depth and with the level of understanding Richard has perfected is not what we may first think. He shared his insights and unique perspective on how we can build and gain trust and rapport, individually and as a team; listen with heightened awareness; deal with challenging people; amplify the power of our language; understand why widely-held communication 'truths' undermine what we perceive; and harness social and conversational conventions to maximize our influence.

Our first challenge is to ask ourselves this question: How do we know we are actually listening? Are we just listening to respond, or are we 'really' listening? We know when someone had heard what we have said, as they will typically lean forward and want to know more. Depending on the person you are conversing with, you may be fine with them understanding when you are really engaged, or maybe there are times you want to hold back so as not to give too much away. It really depends on the circumstances.

Much of Richard's sharing was in a context where he needed to strongly influence the other party, often for their own safety or the safety of another. We each may give away more information than we realize and this can become a compelling approach to inquire of others and to develop advanced self-management skills.

A key concept to have in mind is the '**Influencing route map**', noting to always start with listening. This is a high-level process of how an effective negotiation takes place. Initial contact, Preparation planning (this is a constant step), first meeting, Investigation, Proposal, Counter proposal, bargaining and finally review.

Listening;

What to listen for? Facts, Emotions, Motivators, Values, Beliefs and Currency.

Currency as used here, is not money, it may be time, self-image, opportunity etc. i.e. something that is of value to the other party.

To identify;

Levers & Solutions

So, we can;

Persuade, influence, manipulate or sell the person/group to do or not to do what we want.

While sounding like we are holding a normal conversation

The prerequisite for **success**, is '**effective listening**'

Definition: effective listening is the **identification**, **selection** and **interpretation** of **key words** that turn **information** into **intelligence**. Intelligence is information that you use to **their** and **your advantage**.

Richard challenges the popular understanding of how much we communicate via body language, the importance of asking lots of questions and draws our attention to the point, many of us think we have complete control over what we say. More often than not, we will give our opinions away freely, without even being aware of it!

If you are in a negotiation and sitting down, Richard shared some guidance on how you may manage the situation to increase your success rate.

Fooling the Brain, getting into position

Sit slightly forward with an open stance, keep your hands open, apart and with your palm facing upwards. Watch the person closely as it is imperative that when they turn to look at you, they see you are still looking back. Ensure you are sitting in the ten to two positions and not face to face and by adopting this position the body tells the brain that the conversation is important (physiologically).

As an exercise, ask someone who wants to try this with you. One of you will roleplay the interviewer, the other the interviewee. The interviewer asks this question.

‘Tell me about your best boss and why you liked working for them’

When the conversation starts, remember there is more influence when you are listening and not asking the questions. A simple and timely nod of the head, and hand gestures will keep the flow. You can stimulate the continuation by a few key phrases; ‘and after that’, ‘and then’, ‘tell me more’, ‘OK and’ supported by grunts and groans providing they are in the right place. Do try this out for yourself, there are some basic ground rules: Don’t ask questions (apart for the starting point), be kind and don’t enter into a discussion. It is much harder than you think!

The foundation for effective listening

This is trust, and trust in two domains. Personal trust and organizational trust. Richard shared at a high level one of the experiences he has had in critical negotiations and how even when organizational trust was betrayed (not a good place to be) the personal trust can still be maintained.

Our worlds

Our worlds are made up of many aspects; hopes, fears, expectations, dreams, secrets, values, beliefs, behaviours, currencies, culture, tradition and idiosyncrasies. The more we trust someone, the more we actually share about ourselves.

Know that there are different levels of trust. You would trust the engineer who wants to read the gas or electricity meter to look at the meter, but not wonder around your home. You would trust the plumber to come further into your home and access areas that are required. There are others

you trust to go anywhere in your home, it is a continuum, not a state of trust or no trust. So, if you can focus on relaxing the other person, you will start to enable the opportunity for trust to develop.

Building trust

Focus on building trust and not rapport, rapport will follow naturally. Pay attention to first impressions consider how they might like to see you (location or dress code etc.) and meet as equals.

To develop trust further with the person, focus on reviewing success, to build on what works. Richard reminded the room of the SAS (Special Air Services Regiment) ethos; the unrelenting pursuit of excellence, self-discipline, classlessness, humility and humour.

Making the point if we were to use this ethos in our attention to our own listening, we will improve immensely our ability to influence others. When you are listening, there will be times when you need to validate what has been said and you need to ensure you will not inadvertently offend the other person. This can be achieved by stating your impression in various ways.

I get the impression..., I feel as if..., it sounds to me like..., its seems to me..., it appears to me..., I sense that...

This is all about being able to address what you see, hear or think is actually being said, without giving offence.

To make this even clearer, Richard shared some high-level experiences he has had over the years. There are common patterns of language he has heard, time and time again. 'All you are interested in is making money', 'he always gets his way', 'all you ever make are promises', 'why do I need to repeat this again', 'we all do a good job, 'it isn't just her/him'. This leads us to the important point of interpretation, what is said is one thing, what is actually meant, may be another!

Here are some other common speech patterns, what might be meant by them?

'She let me get on with things', 'always there when I needed her', 'very inclusive', 'respected everyone's opinion', 'always quick to praise', 'encouraged me to find the answer myself', 'created a really good atmosphere', 'always knew where she was going', 'made everyone feel special', 'just knew the answers'.

The importance for echoing what you have heard, finding the 'word'

Consider how you would differentiate what the following statements actually mean for the person saying them. 'I **wanted** to do well at school', 'I **needed** to do well at school' and 'I was **determined** to do well at school'. By paraphrasing and playing back, you show a level of understanding. You can also use it as a way of an introduction, or it can give you time to think, or help gain clarity.

Ultimately, this enables you to better control a meeting or conversation. Importantly, if you can

summarise every 5-minutes or so, you know your understanding is not drifting away from the other persons intended messages.

Enquiring questions

To close, Richard left us with three very empowering questions

- 'Why is **that** so important to you?
- 'Why does **that** matter so much to you? And
- 'Why does **that** mean so much to you?

Ask one of these questions when appropriate having integrated the particular insight (the **that or 'word'**) you want to explore.

Recommended reading: Selling the Invisible: A Field Guide to Modern Marketing

by Harry Beckwith.

Are you paying attention to your listening?

Rod Willis

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