

More detailed examples of the importance of your behaviour as a leader of change

What the rational brain usually says or does (for all kinds of often unintentional reasons):



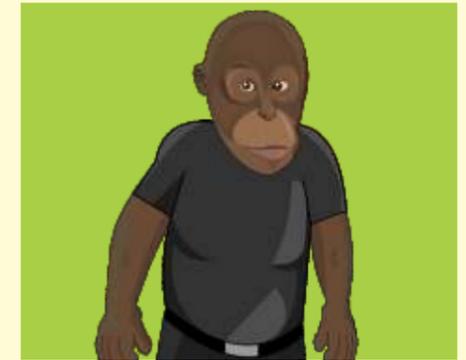
What the crocodile hears to make it fight, fly, freeze:



What the rational brain could say or do:



How this will neutralise the crocodile and get the monkey to follow, leading to emotional and rational participation:



Start talking without first explaining the context (goal and approach, role of audience, etc.).

I am here to say what I want to say, I don't care that you are in the mist about purpose and approach

Starting a meeting with an introduction that clearly defines the meeting's goal, intention, approach and audience roles.

I have a message to tell but you are important to me , so I make sure that you understand goals and what is expected from you.

Not sharing information because you feel that all information is confidential

You are not to be trusted. To make sure that I am not in danger I will exchange as little information with you as possible.

Taking the time and using existing tools to communicate whatever you can. Explicitly stating when certain information must remain confidential.

Some information is confidential but because I care about you, I take the time and make the effort to inform you wherever I can.

Saying: "Don't worry about this change, everything will turn out well."

Don't be silly, my little monkeys, I know best.

Asking people what their worries are and seeing if something can be done about them.

I can imagine that there are worries and I care about you, so I take the time and make the effort to listen to your worries and try to solve them with you.

Talking about your ideas for more than 5 minutes.

I am important, my view is the only one that counts; I will not bother to ask you anything.

Asking a question after a few minutes, checking if people are listening, asking what they think/feel.

You are important to me and I care about you and although at this moment my opinion is important, so is yours. While I will decide matters most often, I will typically seek your perspective before doing so.

Listening to others and then giving an answer that has no connection to what the other person said.

I only pretend to listen. I am not really interested.

Really listening to others and making sure that your response relates to what the other person has said.

You are important to me and I care so I really listen to you and will explain where I agree and where I don't.

Saying: "I agree but..."

I know it better and you have overlooked important elements

Saying: "I agree with this and this, where I differ or where I have a concern is..."

You are important to me and I care about you so I clearly and directly state where I agree, where I don't and why.

Giving certain people specific tasks and responsibilities without explaining why.

I am the boss and I decide; this is none of your business, you do your job and don't look at others.

Explaining why you want certain people to take on extra responsibilities.

You are important to me and I care about you so I want to be honest; I want to be transparent about the roles and tasks assigned within this team.

Proposing a solution for everything.

I am the only one capable of finding an alternative

Asking: "What would you propose as a solution?"

You can find a solution yourself, you are clever and strong enough, but let me help you if necessary.

Saying: "So that's it, now go and do it."

Perhaps you have an opinion about this, but we have to do it regardless so I am not going to bother to ask you your opinion, that will only waste time.

Asking: "What do you think? How can I support you?"

This is going to happen but you are important to me and I care so I want to know your thoughts. Where we can, we will use them.

Saying: "You probably won't be happy but it's really important that we do this."

Please don't bother telling me how you feel; I already know how you feel and there is nothing we can do about it.

Asking: "How do you feel about this? Can we do something about...?"

I care and you are important to me so knowing how you feel is crucial to me. If you really feel bad, we have to at least manage those feelings.

Saying: "You should do it, we expect it from you, it is your task so start!"

Your task, your worries. It's not my problem.

Saying: "Go ahead, you can do it, ask me if you want some help."

This is your task, but I am with you and ready to support you.