

The Art of Pushing Back: Secrets to Getting Buy-in

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1

C.L.E.A.R.

Command
Leadership
Effectiveness for
Awareness &
Response



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Basic Fundamentals

Fun (Pronounced "Yes!") - The feeling when you are engaged and eager to learn.

Da! (Pronounced "Duh!") - The sound you make when you confirm something you already know.

Mental (Pronounced "Hmm, That's Interesting!") - When you are confused, challenging beliefs, opinions ideas, etc . (Or just hear something REALLY cool.)



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Basic 'Achievement By Design' Principles:

1. Clarity is Power
2. Clarity Happens From Making Finer & Finer "Distinctions "
3. Distinctions Come From Language – Verbal & Non -Verbal
4. Language Defines Events
5. The One Thing Always Inside Your Control, Regardless of the Event, Is Your Conversation About the Event
6. You Are Only One Conversation Away From Getting What You Want
7. Success Can Happen By Accident ...Achievement is By Design
8. Notice What You Notice
9. Loose Your Mind & Come To Your Senses
10. Separate Content From Intent
11. Be That Which You Seek
12. Matter Over Mind – If What You Want Matters Enough, You Won't Mind What You Have to do to Make it Happen



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"Since everything is but an apparition,
perfect in being what it is, having nothing
to do with good or bad, acceptance or
rejection, one may well burst out in
laughter."

- Long Chen Pa



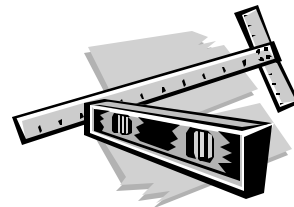
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Clarity is Power



Language is the **ONLY** tool we have for
getting ourselves & others to clarity!



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Clarity & Ambiguity

- Clarity is power
 - Making finer and finer distinctions give you clarity
 - When there is clarity there is no conflict
 - Clarity creates RESPONSE ABILITY – the ability to respond
- Ambiguity is power
 - Lack of distinctions create ambiguity
 - When there is ambiguity there is conflict
 - Ambiguity creates DYSFUNCTION



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Dysfunction

- Abnormal or impaired functioning, especially of a bodily system or social group.



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How to Spot Dysfunction

- Lack of Awareness
- Lack of Flexibility
- Lack of Direction
- Lack of Clarity



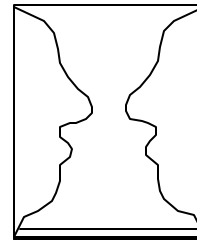
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A Matter Of Distinction



10

Language Makes Distinctions Possible

- Language is the only tool we have to get ourselves and others 'clear.'
- Everyone has their own 'definitions' & 'distinctions' based upon their experience
- 'Conversation' is the process of getting to understand a person's 'distinctionary.'



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Naming Power

A bbreivated	D managers	G roup
C oded	A gainst	A gainst
R endition	M dislexia	S mog
O f		P ollution
N ame		
Y ielding	D am n	
M eaning	E verything	
	L eaves	
	T hrough	
	A tlanta	



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Organizational Distinctions

- | | |
|----------------------------------|--------------------------------------|
| ■ Leader / Manager | ■ Being / Doing |
| ■ Respond / React | ■ Purpose / Proof |
| ■ Accountability/ Responsibility | ■ Activity / Result / Accomplishment |
| ■ Choice / Decision | ■ Vision / Mission |
| ■ Content / Intent | ■ Accept / Resist |
| ■ Strategy / Tactics | ■ Researcher / Practitioner |
| ■ Experience / Education | ■ Care About / Care For |



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Example: Choice and Decision

- What is the distinction "CHOICE, Choose?"
- What is the distinction "DECISION, Decide?"



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Choose or Decide

- Decide
Cide – Latin for 'to kill off'
De – Not
Decide – Not Kill Off



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- The most powerful tool you have is the 'question' not the answer.
- The answer is only as powerful as the question that prompts it.
- The more clear the question, the more clear the answer. Clarity is power!



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Testing The Facts

- Think you know?
- Believe you know?
- Know you know?

WHAT are the differences?
HOW do you make the distinctions?



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Communication

Effective Communication is Both:

- Science & Art

Effective Communication Requires:

- Awareness
- Flexibility
- Clear Direction



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The Four Key Conversations for Clarity

- What's so? – a literal articulation of the verifiable reality
- What's possible? – articulation of optional realities
- What's missing? – NOT what is wrong
- What's next? – an action statement to satisfy the missing



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What's So?

- What is the Reality of a situation – NOT the opinions, interpretations, judgments, inference, etc.
- What do you know you know?
- What do you know you don't know?



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What's So & Situational Awareness

- Situational Awareness – SA
 - "The degree of accuracy by which ones perception of his/or her current environment mirrors reality."

The Karate term for this is **zanshin**. Literally, "zanshin" means something like "remaining mind," or "continuing awareness."

Zanshin applies to your awareness of the world around you. You notice the people around you – how they stand, how they carry themselves, what is in their eyes – because you need to be prepared to interact with them. You are present in the moment...and are able to

Notice What You Notice!
!



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Do not be deceived
by what you think you believe!



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What's Possible?

- Given the 'What's So'... now what is possible?
- This question helps to keep focused on alternatives and options.
- The clearer the "What's so" the better the possible the choices.



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What's Missing?

- NOT What is Wrong!!!!
- Listen for what you can provide



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What's Next?

- Given the 'What's So'...the
'What's Possible...
and the 'What's Missing....now,
'What's Next?...

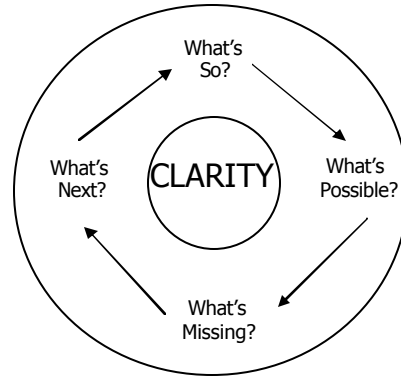


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The First Step to Real Power: KNOWLEDGE!

How Does Information Become Knowledge?

- Access to information
- Interpretation of what we accessed
- Understanding of the interpretation
- Articulation of the understanding
- Confirmation of the articulation



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Communication Distinctions

- Verbal – Language, speaking, sounds
- Non-Verbal – body language, behavior



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Finer Distinctions: For Both Verbal & Non-verbal

- Visual
- Auditory
- Kinesthetic



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Finer, Finer Distinctions:

- Mostly Visual Person – MVP
- Mostly Auditory Person – MAP
- Mostly Feeling Person - MFP



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MVP - Mostly Visual Person

- A person who most often understands and learns best through 'image' based communication.
 - Words Commonly Used:
 - I see what you are saying
 - It is perfectly clear
 - That looks like the right way
 - Watch what you are doing
 - Pay attention
 - See you later.



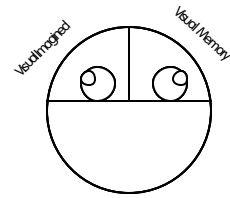
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MVP - Mostly Visual Person



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MAP - Mostly Auditory Person

- A person who most often learns and understands best through 'conversation' based communication.
 - Words Commonly Used:
 - I hear what you are saying
 - It sounds like a good idea
 - Can't you hear what I am saying?
 - I'll talk to you later.
 - Listen to what I am telling you.



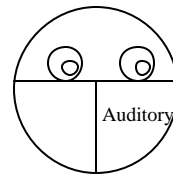
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MAP - Mostly Auditory Person



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MFP - Mostly Feeling Person

- A person who most often processes, understands and learns best through 'tactile' based communication.
 - Words Commonly Used:
 - It doesn't feel right.
 - Can't you get in touch with what I am saying?
 - Can you grasp the meaning?
 - I can't quite put my finger on it.



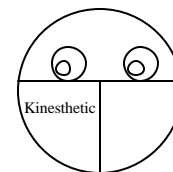
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MFP - Mostly Feeling Person

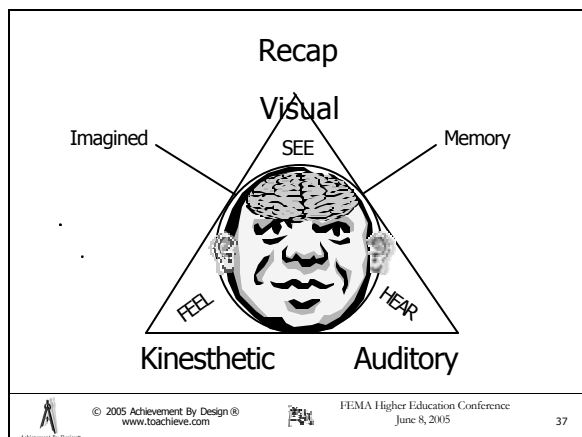


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Literal & Inferential Communication

- Some people speak literally.
(say exactly what they are thinking, direct, specific)
- Some people speak inferentially.
(communication is figurative, implied, ambiguous)
- Some people receive literally.
- Some people receive inferentially.

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Inference

A statement about the unknown based on the known

- A common characteristic is that they are statements about matters that are not directly known, made on the basis of what has been observed.
- The quality of inference is directly related to the quality of the report or observation from which it stems and the abilities of the one making the inference.

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Caution:

- Some people speak literally
and receive inferentially.
- Some people speak inferentially
and receive literally.

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Conflict: "Stuff Happens"

- Conflict exist in everything.
- It's not what happens, it's how you choose to deal with what is happening.
- React = "Not That"
- Respond = More Options

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Conflict: Choices

Choosing to "roll back" from the conflict to determine:

- What is the "content?"
of the content:
 - what is outside your control
 - what is inside your control
- What is the "intent?"

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The Nature of Balance

- Although conflict exist in everything, the key to managing it is learning to neutralize the conflict.
- In communication, interactions with ourselves and others, etc., balance is the result of learning to avoid extreme polarities – think of a carpenter's level.
- Balance requires willingness and availability.
- Balance is the art of gaining RAPPORT.
- Balance is the art of investing in loss – relax not collapse.



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Invest In Loss

"When the opponent is hard and I am soft, it is called yielding. If the opponent moves quickly, I move first. Although the changes are numerous, the principle that pervades them is only one."

- Tai Chi Principle



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Investing In Loss – The Art of Flexibility

- That which is rigid, resisting, hard, etc. can break.
- That which yields, flexes, bends generally survives.



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The Nature of Change

- Change does not just happen – it is the result of many transition points.
- It is only change if we fail to be aware of the transition points.
- Awareness of the transition point provides a chance to respond versus react.



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Focus, Fold or Freeze

- The 3 basic mindsets that people will default to when they are forced outside their 'comfort zones' (become 'challenged' by a situation.)



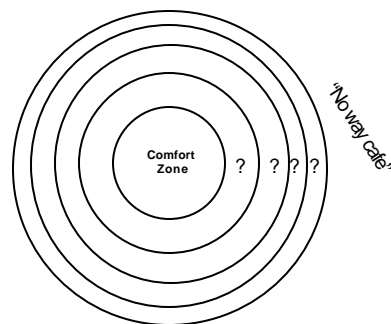
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Understanding Zones



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High Performance Communicators

- Use the word "And" instead of "But".
- Rarely speak opinions, interpretations, perceptions, etc. as the 'truth.'
- Limit the amount of 'story', 'history', etc. in their speaking.
- Speak & listen for Opportunity, Possibility and Action



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Speaking to Elicit a "Response"

- I Appreciate...AND...
- I Acknowledge...AND...
- I Respect...AND...
- I Recognize...AND...
- I Understand...AND...



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Conversation for High Performance

- Conversations for Possibility
- Conversations for Opportunity
- Conversations for Action



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The Six Phases of a Research Project

- Enthusiasm
- Disillusionment
- Panic
- Search for the guilty
- Punishment of the innocent
- Praise and honors for the non-participants



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Strategy

A pattern that develops in a stream of actions, and sometimes that pattern only emerges after time goes by.



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"Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat."

Sun Tzu

Hence, strategy and tactics are interdependent.



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On Motivation:

"I find it amusing when people ask me where I get my ideas for motivating players. The answer is: in the moment."

-- Phil Jackson



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On Teamwork:

"Creating a successful team, whether it's an NBA champion or a record -setting sales force, is essentially a spiritual act. It requires the individuals involved to surrender their selfinterest for the greater good so that the whole adds up to more than the sum of its parts."

-- Phil Jackson



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To Achieve Strategy

- Be Over Prepared – NOT Under Prepared
- Expect the Unexpected
- Label the Current Situation To Support Your Intended Situation
- Analyze What Was Missing
- Develop Plan "B"
- Stay Focused On Your Vision
- Keep Your Sense of Humor
- Do Not Take Rejection Personally
- Try Again



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Matter Over Mind

"If what you want MATTERS enough...
you won't MIND what you have to do to
make it happen!"

- Ted Buffington



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Achievement is purely by design."



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