



## LOOSE LIPS CAN SINK AN ENTIRE CONGREGATION

The destructive effects of gossip, gab, and the grapevine can undermine performance and damage working relationships. When toxic talk infects an entire organization, members may be tempted to throw up their hands and just give in. They often feel powerless to counteract the damage caused by disparaging comments and persistent negativity, believing that "you can't change human nature".

But tolerating these harmful behaviors is definitely NOT the best solution. In this session, you will learn how to take back control and successfully defuse the negative impact of gossip, gab, and the grapevine.

### LEARNING OBJECTIVES

#### **Boot Campers will learn:**

- Six signs that your organization has a problem with negative chatter
- How leadership inadvertently encourage negative behaviors
- The best way to deal with tattletales, drama queens, whiners and bullies
- How you can make gossip, gab and the grapevine work in your favor
- The 7 topics that everyone should avoid to reduce conflict
- When the rumor mill will always heat up and what to do about it
- How to stop discussing "attitude" and start focusing on behavior
- Using the "team turnaround" method to involve your group in solving the problem
- The power of high expectations, sincere praise, and clear consequences
- Six steps for conducting an exceptional coaching session

#### **Body language during coaching sessions**

Body language is important in setting the tone for the meeting. Don't separate yourself from the members by sitting across a conference table. Have an open presence by sitting facing them with arms uncrossed. Be open and receptive to what they have to say. Make eye contact to show them that you are actively listening and that you are genuinely interested in what they are saying. Be respectful and do not look at your phone or watch throughout the session. If you have an important call, set that expectation at the start. Take notes. It will help you remember the important points of the conversation and is useful for follow-up sessions. It is also a way to show the members that you are listening to them.

#### **Six-Question Process**

Coaching is not only about giving positive and constructive feedback. It is a chance for leadership to gather suggestions from direct reports on the bigger picture. Marshall Goldsmith, bestselling author of *What Got You Here Won't Get You There?* talks about using Six-Question process for better coaching. He recommends leaders to conduct one-on-ones quarterly with their direct reports to



focus on understanding disagreements with the organization's strategic alignment. I think that this process can be applied to all levels of the organization.

### 1. Where are we going?

Ask the members for their input on where the organization should be going. This is an opportunity to ensure that strategic objectives set by each member of the organization are in alignment with the organization's mission and leadership's vision. Members have the opportunity to come up with new ideas and share them with the executive board. They also may have better insights on how the organization is doing since they are the primary contact with prospective members.

### 2. Where are you going?

- This question has two levels. The first one is where the specific functional teams are heading towards. What are they trying to achieve to support the organization's mission, vision, and goals? The second level is the elected officer reports' individual goals and priorities. Knowing where your officers are aiming towards can help you build your succession pipeline.

### 3. What is going well?

- Ask your members & officers what they think the organization as a whole is doing well and what their teams have been doing well. Recognize them for their achievements and contributions to your overall objectives. You may have missed out on some positive accomplishments and this is the perfect setting to learn about them.

### 4. What are key suggestions for improvement?

- Encourage all to provide constructive suggestions for the future. You should pick the key opportunities for improvement and focus on them for the quarter. Next, ask your members, "If you were your own coach, what suggestions would you have for yourself?" By listening to their suggestions, you can then modify your own suggestions to better reflect the strategic objectives of the organization.

### 5. How can I help?

- By listening to your members, you can provide the appropriate support to ensure that their suggestions are being implemented effectively. You can also participate by suggesting approaches and asking whether the approach will be helpful to become more effective. Leaders need to remember that improvement is not measured by the frequency of one-on-ones, but by



the quality of them. The key to improvement is to provide coaching to the right people on the right topic.

#### 6. What suggestions do you have for me?

- This question makes the one-on-ones a two-way conversation. Leaders who ask for feedback and focus on improving the key behaviors are more likely to have an increase in leadership effectiveness. Members and officers are more open to the idea of being coached, when their leaders are willing to be coached by them.
- **Becoming an effective coach requires trial and error.** There is no perfect formula on how to be the best coach since every organization and person is different. Therefore, don't hesitate to ask for feedback from your peers, your executive board, and your team members. Practice different coaching scenarios with fellow boot campers to discover your strengths and to work on your weaknesses. The end result of effective coaching affects both the leaders and members. For the leaders, one-on-ones provide a structure for guidance and focus which leads to higher productivity. Members have greater satisfaction as coaching allows them to share their ideas and participation plans.
- Approaches to use when members blame others or deny responsibility
- What to do when coaching doesn't work

#### Who, What, When and Why It Exists

- Who Is Doing It?
- What Does It Look, Sound, Feel Like?
- When Is It Happening?
- Why Is It Happening?

#### Changing Your Focus Changes Others' Focus

- Ignoring It - Placing Blame for It
- Taking Action vs. Re-Action
- Stopping the Negativity Now

#### Plan of Action

- Why?
- What?
- Where?
- When?
- Who?



=====

## NOTES



## INFLUENCING OTHERS

- Effectively communicate the “why” of the organization and its projects
- Inspire others to share your vision
- Recognize resistance to change – and overcome it
- Adapt your communication style to the person you’re influencing

## ADDITIONAL INSIGHTS

Success in leadership is about getting results through others. That’s a challenge even when you have positional power. But it’s really difficult when you have no direct authority, and no clear way to hold people accountable. Personal power is the ability to influence people through communication, engagement, persuasion and relationship-building skills. It’s essential for influencing people organization-wide.

There are 4 – Is for influencing others called the “4 I’s”: **Inform**, **Involve**, **Invite** and **Ignite**. We’ll develop a blueprint for mobilizing your church and encouraging the members to rally around a project that you lead.

## OUTCOME

During this highly interactive session, you will learn how develop your personal style to:

- Effectively communicate the “why” of the project
- Inspire others to share your vision
- Recognize resistance to change – and overcome it
- Adapt your communication style to the person you’re influencing
- Invest in relationships with others and get a return on that investment
- Upgrade your active listening skills and body language
- Go beyond logic and appeal to emotions
- Use “constructive persuasion” to change viewpoints

## NOTES: