



★ **More** ★
About the
People
Than
Pedagogy



Why were you appointed?

Why
Are YOU
Here?



BETTER
TEACHERS



BETTER
SYSTEMS



BETTER
EXPERIENCE

HAPPIER
SMOOTHER
SAFER
EASIER
CLEARER
SKILLED
EQUIPPED



Better is
ALWAYS
about
CURIOSITY
Present Enthusiasm



WALT WHITMAN - 1819-1892



Be
curious
NOT
Judgemental

IF THEY WERE
CURIOUS,
THEY WOULD
HAVE ASKED
QUESTIONS

TED LASSO



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GROWING GREAT LEADERS

I NEED TO BE
CURIOUS ABOUT
WHAT YOU ARE
EXPERIENCING.

Tangible
intangible



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Intangible

5 Listen
Trust
value
appreciate
respond
REASONS



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**WHAT
BUSINESS
are
you
in?**



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*So..if we are in the
business of psychology...
then we are in the business
of communication.*



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Communication
is the currency of
understanding.

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LEADERSHIP
Is The Art Of Exchanging Knowledge
UNDERSTANDING
What People Know & What People Need



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**WHAT DO I
NEED TO
UNDERSTAND?**

What People **KNOW** & What People **NEED**



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My job is to
**KNOW, KNOW,
WHY, and
RESPOND.**
I am essentially
EMPLOYED and
EXPECTED to **CURIOUS.**

"MY JOB IS TO LIFT THE
ROCKS EVEN IF WHAT I
SEE SCARES THE HELL
OUT OF ME."

JIM COLLINS 'GOOP TO
GREAT.'

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People want to know they
matter
People want to do a good job
People need a place to belong
PEOPLE HAVE BAD DAYS
**SOME PEOPLE HAVE
REALLY BAD DAYS**
PEOPLE ARE CAPABLE OF INCREDIBLE
Most people suck at communication
**SOME PEOPLE ARE HAPPY IN
THEIR DYSFUNCTION**
LOVE LIGHTS UP THE BRAIN



UNDERSTANDING
who
PEOPLE ARE



It's
about the
who
not the
what



**WHO
NOT
WHAT**



Got to get out
of our chairs.

The first role
of a leader
is to
define
reality.

MAX DE PREE (1924-2017)
CHIEF EXECUTIVE OFFICER OF HERMAN MILLER DESIGN

Here's why
this matters
to you



Your leadership
is only as good as
the **truth**
that you **walk** in.

Leaders NEED
to KNOW
WHAT
MANAGERS
KNOW about
WHAT
teams are
THINKING
& EXPERIENCING
AND WHAT
students
ARE saying



INFORMATION RISING

NOT FALLING



THE
COMMUNICATION
BUSINESS IS THE
DATA & DECISION
BUSINESS



ALL OF
THIS IS
TIED TO
SINGLE
FACTOR.



Psychological
safety is **THE**
SINGLE BIGGEST
MULTIPLIER IN
ORGANISATIONAL
PROGRESS

IT IS A MESSY
FRIGHTENING
SUBJECT FOR
LEADERS, MAINLY
BECAUSE WE
HAVE BEEN
MISLED ABOUT
WHAT IT
ACTUALLY
MEANS.

Psychological
safety is
primarily
ABOUT
AUTHENTICITY
NOT ABOUT ABUSE



PSYCHOLOGICAL
SAFETY
MEANS I CAN BE
UNAPOLOGETICALLY
ME.

I CAN SHOW UP AND I
CAN GO TO A MEETING
AND I CAN BE WHO I AM.
I CAN BRING MY FULL
SELF TO WORK. WHAT
IT UNLOCKS IS NOT
ONLY MY INTUITION
AND MY GREAT IDEAS.
IT UNLOCKS ME BEING
ABLE TO BRING MY
VALUES TO THAT TABLE.
AND BEING ABLE TO
HEAR YOU BETTER
BECAUSE I'M NOT
WORRYING ABOUT
WHAT YOU MIGHT
THINK IF I SAY
SOMETHING IN
RESPONSE.



INTENTIONAL

**IN ORDER TO DEFINE REALITY YOU
HAVE TO BE SEATED WHERE YOU CAN
HEAR THE PEOPLE WHO HAVE
SOMETHING VALUABLE TO SAY.**



**DO YOU
BELIEVE
PEOPLE
WANT
TO DO
A GOOD
JOB?**

BUT THEY KNOW WHAT CONSTRAINS THEM.

**TEACH EVERYBODY
THAT IF YOU FEEL
SOMETHING IS
WRONG, IT IS GOOD
NEWS. SO IF PEOPLE
BELIEVE THAT BAD
NEWS IS GOOD NEWS,
THEN WE ARE HAPPY
TO HEAR IT AND
PEOPLE ARE HAPPY TO
SHARE IT.**

BAD
NEWS
IS GOOD
NEWS



**DISCOMFORT IS THE
NORM FOR LEADERSHIP.**



Am I
Curious?

Am I
Safe
TO TALK
TO?

**THE ONLY WAY TO GET TO PSYCHOLOGICAL SAFETY
IS TO ENSURE YOU HAVE SEATED YOURSELF WITHOUT THREAT.**

If PEOPLE
are **AFRAID**
of making
MISTAKES
they will *lies.*
tell you

Am I
Curious?



Explain
not
Defend

85% OF PEOPLE STAY QUIET UNTIL THE PAIN OF SPEAKING UP
IS LESS THAN THE PAIN OF STAYING QUIET.



What we
want to
know are
TRENDS

IF THE 85% IS TRUE, THAT MEANS 8 & 1/2 PEOPLE OUT OF EVERY 10 PEOPLE
KNOW THINGS THAT WILL HELP YOU, BUT CAN'T OR WON'T TELL YOU.

Am I
Curious?



CAN we
LEARN to
LISTEN,
ACKNOWLEDGE but NOT
comment.

THERE IS HUGE PRESSURE OF EXPECTATION IN
OURSELVES AS LEADERS IN THE MOMENT TO RESPOND
OR TO FIX TO WHAT WE HEAR.



What we want
to know is
TRENDS
collisions and
OBSERVATIONS

TRENDS ILLUMINATE SYSTEMIC ISSUES THAT CAUSE PEOPLE TO
FIGHT FLIGHT OR FREEZE.



THIS IS
THE
WORLD'S
GREATEST
AWARD-
WINNING
COFFEE
MUG
DESIGN

IF THAT'S
TRUE...



THIS IS
THE
WORLD'S
GREATEST
AWARD-
WINNING
COFFEE
MUG
DESIGN

... THEN NO
ONE ELSE
NEEDS TO
IMAGINE
ANYTHING.



THERE IS A DANGER OF
LISTENING TO YOUR
OWN VOICE BECAUSE THIS
COMMUNICATES THE
"ASSUMPTION OF
EXPERTISE" AND BY
ITS VERY NATURE
CLOSES DOWN CURIOSITY.

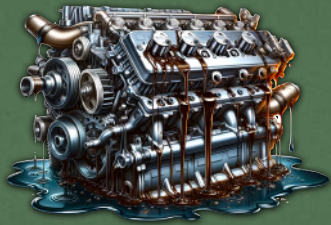


★ I'm not the
smartest person
in the room,
★ I'm just the
leader.

**HUNDREDS
OF THOUSANDS
OF HOURS OF
EXPERIENCE
IN THE ROOM**
SO YOU **NEED** TO Ask
THE QUESTION

What do they know





1%

"DON'T ASK A QUESTION IF
YOU ARE NOT PREPARED TO
HEAR THE ANSWER OR ACT
ON WHAT YOU LEARN." WE
HAVE TO LEARN TO BE
COMFORTABLE WITH THE
UNCOMFORTABLE!

★ "Super ★
COMMUNICATORS
ask **10 to 20** times
more questions
than THE average
★ **PERSON.** ★



It's easy to
love people
you love.

And only hear those voices.



IT'S NOT SO EASY TO
love People
WHO CREATE
Problems FOR YOU.
But does that mean they
have *nothing of value* to say?



— *who* —
is missing in
ACTION?
from your conversations?



WHAT
don't
YOU WANT?
Is to be the last
to know.

