

# 'The Gift of Silence'

Leadership: When Less Means More

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# Types of Silence

When executives interact together

UNRESOURCEFUL:

1. **Confusion** inadequate understanding and/or context
2. **Pressured** cognitive, uncomfortable

RESOURCEFUL:

1. **Reflective Learning** processing, cognitive, comfortable
2. **Cathartic Learning** internal exploration, often after a challenging question

How to recognize Resourceful Psychological states?

# Unresourceful & Resourceful Silences

## Unresourceful

- Confusion
- Pressured

## Resourceful

'Intellectual' Learning	1. Engaged, alert, conversational, possibly animated
	2. All as above plus short accessing pauses/silences
Reflective Learning	3. Disengaged, internal, no animation, silent
Cathartic Learning	4. All as above with longer internal psych-states/silences

# Creating Learning States

## Workshop Exercise – Coaching for ‘Silent’ Learning

- ❑ In **GROUPS** of 3 or 4, at your table
- ❑ **Coach:** Ask for the issue. Then... **LISTEN ONLY!**
- ❑ **Coachee:** significant, uncomplicated, fixable issue
  - ❑ Coachee talks through: options, solution, action
- ❑ **Observer(s):** Watch for coachee-silences
  - ❑ What created the silence?
  - ❑ What do you notice about the coachee then?
- ❑ **6 minutes**

What did we learn? Benefits of coach-silence & observing?

# Leader Qualities

...that encourage Learning States in Others

1. .
2. .
3. .

# Leader Qualities

## Encouraging Learning States in Others

1. Listen exquisitely
2. Create trust
3. Manage silence
4. Challenge
5. Have appropriate beliefs and values...

What beliefs and values drive behaviors 1 to 4?

# Leader Beliefs/Values #1

Encourage Learning States in MYSELF: Statements

1. “I am a change-person”
2. “I seek specific feedback to learn & grow
3. “I am successful when more human”
  1. Caring makes me more successful
  2. Connecting resources me
4. “As I develop my soft-skills, I keep my other skills
5. “Strength comes from knowing my weaknesses.”

But... what if I think THEY may be ‘difficult’?

# Leader Beliefs/Values #2

Encourage Learning States in OTHERS: Statements

1. “They are Resourceful.” They...
  1. ...have the answers
  2. ...know what stops & what drives them
  3. ...can have new perceptions and choices
  4. ...will select the best action-plan
2. “My questions & challenges help their learning
3. “Connections & people first.”
4. Angus DEMO: STANDING UP!



# Step into Beliefs & Values

Leader Psych-states Exercise, STANDING UP

1. Do what you saw in the demo, yourself
2. Your positive state:  
‘LEADER Encouraging Learning’
3. USE 2-4 statements as seen in the demo
4. Any number of you can do it, or watch quietly
5. FIVE minutes only.

# Statements for Exercise

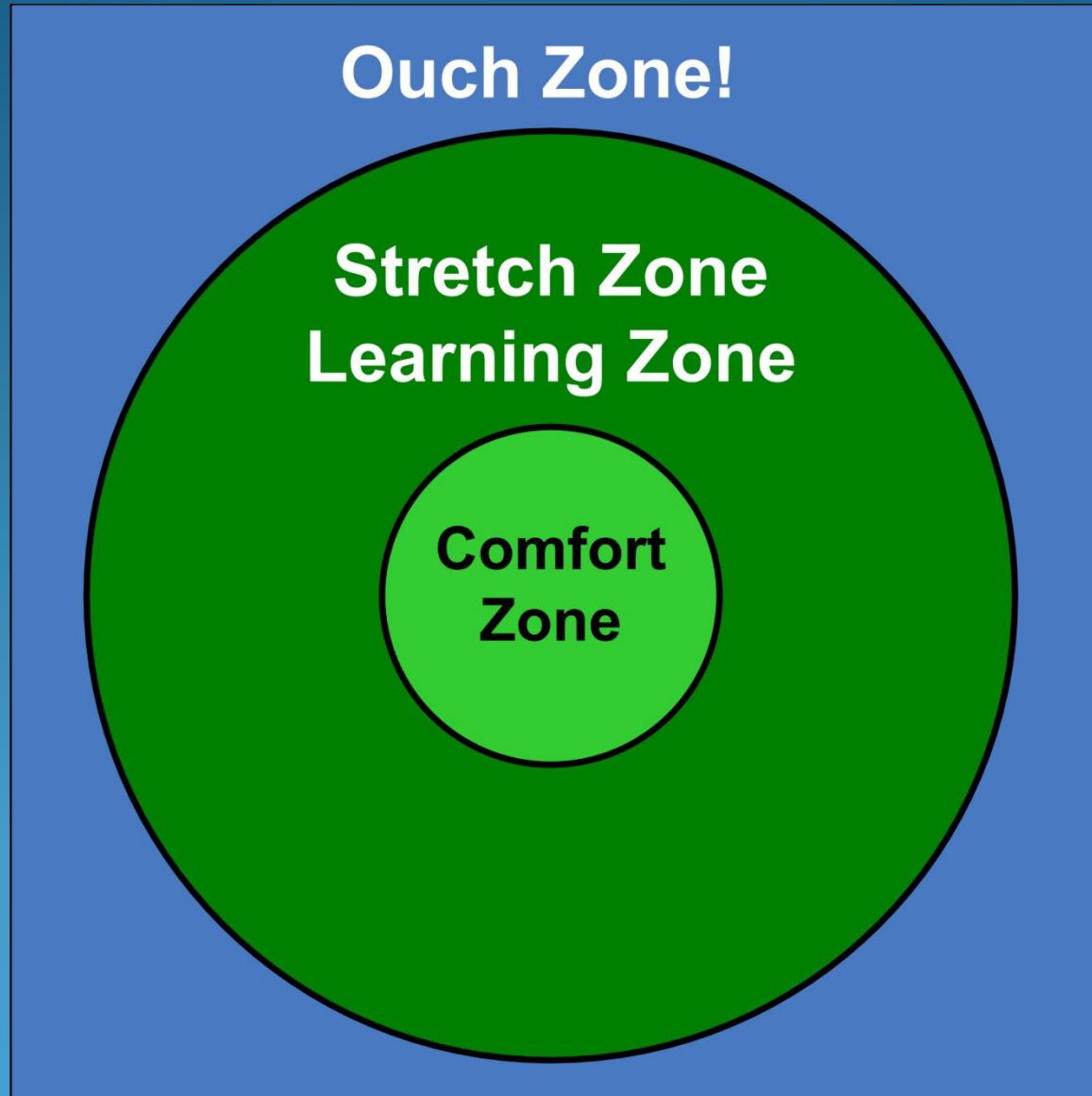
## Facilitator of Others

1. “Resourceful” THEY...
  1. Have or can find the answers
  2. Know what stops and what drives them
  3. Can achieve new perceptions & choices
  4. Will select the best action plan
2. “My questions & challenges help their learning”

## Accelerate my Leadership

1. “I am a change-person”
2. “I seek specific feedback to learn & grow
3. “I am successful when more human
  1. Caring more makes me successful
  2. Connecting resources me
4. “As I develop my soft-skills, I keep my other skills
5. “Strength comes from knowing my weaknesses.”

# Learning from Challenge



# Challenge, Examples

THEY SAY, “I must be the worst presenter around”

“You are the worst presenter in the world?”

THEY REPLY: I’m not THAT bad

“So, what can you do better than the worst in the world?”

THEY SAY, “I can’t write the report”

“You say that you can’t write the report?”

THEY REPLY: I do not know where to start

“And if you did know, what would be the first thing to do?”

(or, “What would someone, who knows, do first?”)

# Questions & Challenge: gifts

**Open Questions:** for options, insights, ideas, new perceptions (including perceptions of others)

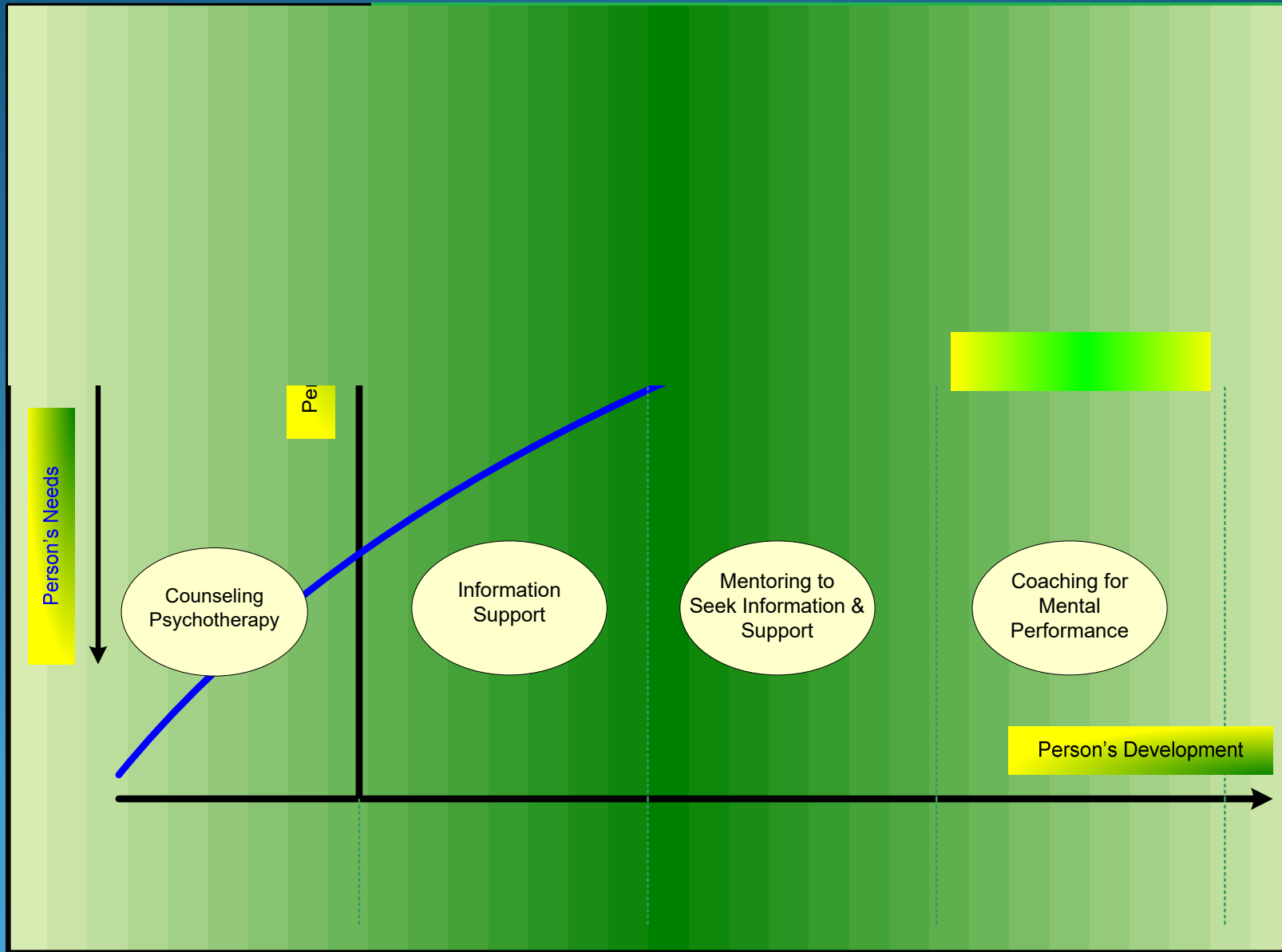
**Closed Questions:** for commitment, calibration

Answered by “Yes”, “no” or a number

Example: “So, zero to ten, how certain of success are you?”

The BEST Questions are designed to create DISCOVERY in the other person.

# Flexible Leader Style



# Questions to Answer Questions!

What would your first step be, if I was away?

What would be a good starting point?

Interesting, what would someone else do in this situation?

What are the next two steps?

What are the strengths and weaknesses of those steps?

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# Types of Silence

Internal 'experiential' events

VAKog recall

VAKog constructs

Defocus of vision and, mostly steady eye position

Muscle relaxation

Slight nod of the head

Relaxation in jaw

Droop in posture

Shallow breathing & heart-rate

Silent

Total lack of physical movement/tics

Reducing pallor in skin tones.

# Bateson / Dilts

