



The global leader in personal and organizational transformation

A Transformational Conversation Part Two

Facilitation of a Paired Transformational Conversation

There are a variety of ways of **facilitating** a transformational conversation. The format might be **a pair, a team, or a selected group**. All three formats might be planned or spontaneous. As a result, time duration might also be arbitrary or planned. Conversations simply become a formal or informal **institutionalized** practice where all employees participate in creating a culturally **embedded** way of thinking (often unconsciously) and performing. Like driving a well-known route to a familiar destination where traffic signs, starts and stops, and lane changing are all done while thinking of something else more important! (smile) In reality, an individual is unconsciously **rethinking** how she or he has been presently operating, at a subliminal level. Particularly, after experiencing a transformational conversation. (Part One)

The common objectives, as introduced in Part One of this series, for all three formats are to create greater **self-awareness, situational understanding, and wisdom**.

Self-awareness is an assessment of one's inner self as a way of constructively responding to one's external environment—involving both events and people. It is the exploration of one's inner emotions, feelings, beliefs, and behaviors that determine one's performance. The essence of self-awareness is to be **centered** with respect to one's external environment. It is also inclusive of cognitive and behavioral skills related to **Mindfulness**. The focus is on gaining self-mastery through in-depth **engagement** with another individual's perceptions in an accepting and non-judgmental way. The result is a shared perception that works for both individuals. The shared perception might be about responsibility, empowerment, and intention—all from an engaging conversation.

For example, a shared perception about **empowerment** might be *the freedom to perform without oversight, guidance, or pre-determined accountability*—unless requested by an employee. All of which are enticing in remote arrangements, to varying extents. The other individual's response might be *empowerment is one's capacity to perform*, based upon previous assignments and performance. Not as a judgment or a righteous opinion with respect to the other's shared perception, which I refer to as side-by-side shared communication. It is recommended that this exchange be continued until common ground is achieved, as a process, rather than an event, with 80% of the subsequent exchanges involving "questions" of each other. The continuation eventually leads to a shift in the conversation to a discussion involving situational understanding.

Situational understanding is an engaging exchange involving the probable impact of each of the definitions on the organization's success in terms of **performance** and **profitability**. Keeping in mind that the nature of the ongoing conversation is to focus on asking questions. The conversation might be continued by the individual who perceives that empowerment is the capacity to perform. She asks her colleague, "What do you think the probable impact would be

on the organization's success if most employees were free to conduct their own means of performance without **first** establishing specific, definable, and measurable accountability objectives?"

The response might be, "Even though that sounds like an oxymoron to me, that way of operating allows greater creativity and innovation in the way I perform a task, rather than being confined to a traditional path which solely focuses on the pre-determined results. In other words, if I am **tethered** to the final outcome in 'word, thought, and deed,' then I am stuck in a trench of incrementalism! Suppose I take an alternate approach which allows me to experiment with new AI algorithms that not only enhance the process but also the product we are trying make! All because I was allowed to follow my instincts in terms of creativity and imagination. The truth is many of those in the emerging generations actually think that way and are attracted to organizations which encourage **creative inquiry**. Something needs to be done to expand the definition of empowerment to go beyond performance as a stepwise incremental improvement beyond achieving pre-determined expectations." This is an example of spiraling!

The other person responds, "I guess I never thought about it that way. Why don't you explain to me how that might work, and I'll keep an accounting of the time and cost involved. Then our challenge would be to convincingly explain any increase in both...hopefully!

Etc.

When the conversation ventures into creativity, imagination, and possibly quantum-thinking (a series of previous posts), this is where **spiraling** and **wisdom** come into play.

An Aside: As we proceed with this conversation, it is vital to recognize that the entire engagement process is employee-initiated. Particularly, after **experiencing** this process in a facilitator-led conversation.

Spiraling involves an expanded definition of performance which includes the encouragement to explore expanded possibilities beyond simply achieving pre-determined expectations—without the necessity of "managed guidance," but certainly encouraged. I would suggest that is the type of stimulation many employees want, irrespective of generation.

When all is "said and done," after the conversation is concluded, and the pair returns to **normalcy**, their perception of their **potential** and what is **going on around them** has measurably expanded, irreversibly. And cannot be rebottled in the same container that was used in the beginning. We call this phenomenon "expanded consciousness;" situations we have all experienced throughout our lives, commonly provoked by crises or the expression, "You can never go home again." They are the essence of continuous learning and growing as a person—**wisdom**.

The gift we naturally earn with respect to performance, as **lagniappe**, is another "nugget of wisdom" we can carry throughout our lives:

***Commitment is a declaration.
Intention is what is achieved.***