

## Avoiding Coyote Logic and Type 3 Errors

1. Where is most of our energy going?
2. What are we really solving for?
3. For whom?
4. How do we know we are not there?
5. How will we know when we are there?



## Mental Discipline and Thinking Intentionally

Answering the following questions with brutal honesty can ensure more mental discipline and intentional choice and bring your potential distortions into awareness:

- What situations/people does this remind me of?
  - In what ways is this situation the same as the ones it reminds me of?
  - In what ways is this situation different?
- What input might I be ignoring?
- What input might I be inferring?
- What do I expect here?
- How do I genuinely feel about this situation/person
- How can I open my mind most effectively here?
- Am I resisting any of this and if so, why?
- Are there any other possible explanations for this situation that I have not yet considered?



## The Five Questions

1. For whom do we exist?
  - Immediate
  - Intermediate
  - Ultimate
2. What do we do to serve them? What are we solving for?
3. Does what we are proposing/doing enhance their experience?
4. Are we constantly challenging the status quo in order to continuously improve their experience?
5. Is it respectful of all people involved?



## The Elements of Creativity

1. Remove the Obstacles
2. Solve from Outside
3. Move away from just "talk"
4. Move from best practices to "Best Imaginable"
5. Find common ground
6. Uplevel the question
7. Go for both/and
8. What else?



## Most Common Lies, Deceptions, and Fallacies

- **Either/Or Fallacy:** When someone asserts that we must choose between two things, when in fact, we have more than two alternatives.
- **Red Herring Fallacy:** Introducing an irrelevant point into the argument (avoiding the question).
- **Appeal to the People Fallacy:** Claiming that a point of view is correct because many other people agree with it.
- **Appeal to Authority Fallacy:** Using the opinion of someone who has no special knowledge in the area under discussion



## The Three Forms of Evidence

### To be used when:

You cannot co-create an outcome  
 There is an outcome that must be implemented  
 You have to advocate for or "pitch" an idea  
 When you want people to agree with your idea

Remember: This is the least effective and most primitive of all forms of influence.

### *1. Ethos: The credibility of the source and sender of the message.*

- Where is the information coming from?
- Who should deliver the message?
- Will it negatively affect their credibility account?

### *2. Logos: The facts, data, metrics, statistics*

- What data do I have to back up my assertion?
- What data exist that conflicts with my assertion?
- What are the sources of the data?
- How can I demonstrate the "relative advantage" of my assertion over the opposing point of view?

### *3. Pathos: How does the receiver feel about my message*

- How can I word my message in a way to help the receiver feel better about my assertion
- How can I reduce the negative feelings and increase the positive? (Use Suation Model here)



## Build a C2 (Compelling Case)

$A + R + E = C2$ : A line of reasoning

- **Assertion:** What you believe to be true; what you want people to believe, agree with, and/or do
- **Reasons:** The thoughts or ideas that support/back up your assertion
- **Evidence:** The sources, data, and examples you use to support your Reasons.
  - Ethos: Believing the source
  - Logos: Believing the data
  - Pathos: Believing my own experience and feeling
- **Compelling Case (C2):** A well constructed logic or line of reasoning
- **Opinion:** An assertion without reasons or evidence:

$$A - (R+E) = O = \emptyset$$

## The Clean Piece of Paper

1. Value curiosity
2. Ask the 5 Questions
3. Treat all situations as unique and needing creativity
4. Avoid "type three" errors by asking the right questions
5. Use the five levels of why
6. Warm up the right brain
7. Brainstorm from left field and right brain
8. Find at least three possible answers
9. Try them all on for size
10. Try both/and instead of either /or
11. Remember there is no box!!!





## 5 Levels of "Why"

- Ask "why" 3 to 5 times to get to the core issue
- Or "click down" on one of their words
- Use their words to gather more meaning
- When they start to struggle with the answer, you are close to the core
- Practice SILENCE—Let them think
- If you go down the wrong path, back up and start down another



## Group Decision Tools

### Modified Delphi Technique

#### Use when:

- You might have contaminated data
- You have operating style differences
- There are cultural differences
- You need everyone's input
- You need divergent data
- You have too much collaboration
- You have negative history

#### Instructions:

1. Choose participants. Include all stakeholders or representatives of stakeholder groups
2. Ask the relevant questions (This is the most important step)
3. Participants answer one question at a time individually and exhaust each set of answers before moving on to the next question
4. No discussion is allowed
5. Answers are put one item at a time on post-it notes or in data base
6. Group or facilitator sorts (look for patterns or categories that emerge from the data)
7. Label the categories
8. The number of individual items in each category may or may not be relevant
9. Rank if necessary (choose criteria for ranking)
10. Report back to group
11. Have group respond to data by adding or commenting
12. Determine next steps. Possibly assigning responsible parties and teams



## The Listening L.A.W.S.

- L** = What I sincerely LIKE about what you said is...
- A** = What I would ADD is...
- W** = What I'm WORRIED about is...
- S** = SO, What do you think we could do?

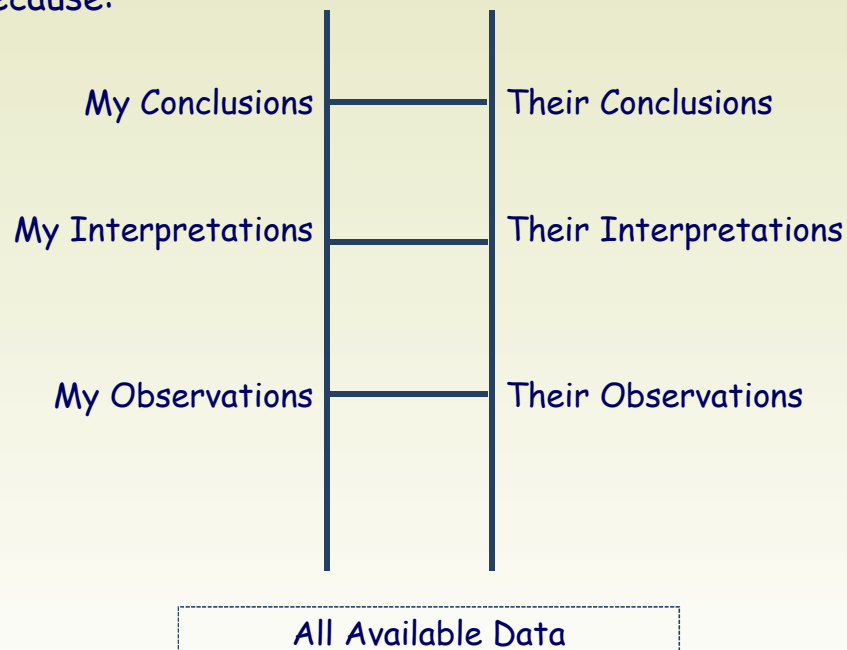
### Respect for People Reminders

- Remember: We ALL share in the responsibility to get things done. Help your associates solve their problems and have some accountability for the results by asking, "How can we solve this together?"
- Remember: You can disagree with someone without being disagreeable. Use The Listening L.A.W.S. to respect the other person's perspective and create shared responsibility



## The Ladder of Inference - Argyris -

At each step, there is an opportunity for our stories to become biased because:



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## The Suasion Model™

### The Suasion Model™

This tool will help you quickly build a strategy to get better outcomes (more mutually agreeable) when interacting with other people. It is intended for profiling people or groups that you assume will be adversarial toward your idea.

#### Instructions:

1. This exercise should be done separately for each stakeholder you want to profile.
2. In Box 1, list 5-6 words or phrases that describe your point of view of the issue or situation. The more you can list, the better.
3. In Box 2, list 3 benefits of this issue or situation. Say to yourself, "If this happens the benefits will be...." Keep in mind you can define *benefits* any way you want. You can also repeat items that are in box one.
4. In Box 3, list 5-6 words or phrases that represent the other person's point of view. Keep in mind:
  - a. Articulating their point of view can be hard--especially if you don't agree with them. This step is important to make sure you are giving them fair hearing.
  - b. Don't be afraid to crawl inside their heads. You are not capitulating or giving in to them, you are just giving them voice.

- c. Just because you write their point of view down doesn't necessarily mean you agree with them.
- d. Be honest about what you believe their point of view to be.
- e. The more you can list, the better.

#### Application:

How does this tool work? How does organizing this information in this way help you influence better?

Step 1: Look at what you have in Boxes 1 & 3. If the data is the same you have total common ground. If this is the case, just do it. There is no disagreement. It may seem intuitively obvious, but if you find the other person actually agrees with you, maybe you chose them as an adversary simply because you have bad history with this person. It may be the relationship that is adversarial, not the issue. If you do not have absolute common ground, move onto Step 2.



## The Suasion Model™ Cont'd

Step 2: Do you have one point in common in Boxes 1 & 3? If so, you still have common ground. Even only one point of common ground is enough to build a solid foundation on which to build mutual agreement. Remember, the other parties do not have to agree on every one of your points. Be willing to let your other point go. It's about achieving the outcome, not winning the argument. If no common points, move onto Step 3.

Step 3: If you have nothing in common in Boxes 1 & 3, look at Boxes 2 & 3. Do any of your benefits match their point of view? If so, you still have common ground. Again, even a little common ground is enough to build a solid foundation to move forward from that one point. If no common points, move onto Step 4.

Step 4: If you have no items in Boxes 1 or 2 that match anything in Box 3, it means you have no common ground. Your point of view and your benefits (Boxes 1 and 2) are no longer relevant if you want to influence the situation. What do you do? You have a few options.

- First, look at their point of view (Box 3). Is it possible that you could get the outcome you want but have to do it through their point of view? Can you get the outcome you want using their perspective of the situation? If so, do it. After all, it's the outcome that matters, not the need to be right, right?
- If not, you have a second option. You may be trying to influence the wrong group or person. Ask yourself if there is someone else or some other group who can help you influence your target person. Someone else who could capture them for you. For example, maybe the other person's boss perceives your benefits as valuable. Can the boss help you influence your target person by creating some additional benefits to go with your idea? Is there someone who is an advocate of your idea who also has credibility with the person you are profiling? In that case ask them for help or use them as a source of information (with their permission, of course). Remember, we care more about where an idea came from than the quality of the idea itself.
- The third option is you might realize there is no hope. If this is the case, stop wasting your time and get going on something else productive or useful. You know, a battle you can win!



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## Respectful Dialogues

1. Move from being sure you are right or from finding blame to just being curious about how you got here.
2. Let Go of Blame and Map the Contribution
  - My Contribution: What have I done (or failed to do) that got us to this point?
  - Their Contribution: What have they done (or failed to do) that got us to this point?
3. The "Mask" of Fear
  - What about me: What do I fear this situation says about me? Could some of that be true?
  - What about them: What might they be afraid the situation says about them?
4. Have the conversation at the "bottom of the ladder"



## The "No" Sandwich

When you must say to no to a request for whatever reason, use the Yes-No-Yes pattern:

- **(Yes)** I understand what you are wanting and why you want this
- **(No)** I cannot do this because....
- **(Yes)** I will help or recommend you try ... to get your need met





## The Authority Scale

### Levels of AUTHORITY and AUTONOMY©

- Level 7: Team/Individual researches, determines options, chooses option, acts, and does not report to manager
- Level 6: Team/Individual researches, determines options, chooses option, acts, reports only failure to manager
- Level 5: Team/Individual researches, determines options, chooses option, acts, reports results to manager
- Level 4: Team/Individual researches, determines options, chooses option, manager gives final approval
- Level 3: Team/Individual researches, determines options, makes recommendation, manager decides
- Level 2: Team/Individual researches, suggests options, manager chooses
- Level 1: Team/Individual researches, manager decides

### The Overall Job Expectancy Scale©

#### **Most Independent**

- Level 6: Act independently, no need to report
- Level 5: Act independently, report routinely
- Level 4: Act independently, report immediately
- Level 3: Recommend action, do whatever directed
- Level 2: Ask what to do
- Level 1: Wait to be directed

#### **Least Autonomous**

*"Whatever you can do, or  
dream you can, begin it.  
Boldness has genius, power,  
and magic in it"  
-goethe-*



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# Reflect

Knowledge Gain

Attitude Shift

Behavioral Change



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