



Tonic Conference 2019  
**How Do I Inspire  
Others in Times of  
Change?**

Delegates Collaborative Book

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## Introduction

2019 marked the 11th annual Tonic Conference run by Exult. They took a peek ‘Through the Looking Glass’ at what the future of New Zealand might look like and how can we be prepared for those changes? What can our organisations learn by reflecting on the past? Is it possible to imagine something better for our organisations and what might ‘better’ look like?

Over the course of the conference I gathered questions from delegates. These questions focussed on how we can inspire others more effectively as we move into a rapidly changing future. In one of the final sessions I had the privilege of facilitating a workshop to gather some shared learning from our time together. That sharing related directly to the questions posed by delegates.

The questions posed were:

- How do I get people to leave a conversation feeling inspired?
- How do I get people to tell me when I am not inspiring?
- How do I inspire specific groups such as parents, volunteers, or those who don’t share my values?
- How do I keep everyone aligned with the “Why” as well as the “What”?
- How do I look after ME, so that I can inspire others?

In this booklet I have compiled the text that was shared as we moved around different groups and tables to share out insights. I have merely compiled what was written but have tried to avoid duplication. For each question there is a list of the text provided, a word cloud that picks up on the common words and a mind map that shows the same information a bit more graphically.

This booklet is published under a creative commons license which mean if it is useful in your context you can reuse that text in here freely.

Thanks again for the absolute privilege of spending some time with you and hearing about the great mahi you al do. What you are doing really matters.

Ngā mihi nui,

Ray O’Brien

CapableNZ, Otago Polytechnic



## Bachelor of Leadership for Change (Otago Polytechnic)

Bachelor of Leadership for Change is not a standard degree. It lets you channel your passion, your anger, your drive and your purpose, so you can make a difference where it matters.

The degree isn't prescriptive. You make it what you want it to be. Leadership for Change guides and supports you to identify a problem, figure out the solution and turn the solution into action.

### You decide what matters.

If you're already making change and contributing to something important, this degree will crank it up. You'll become a strong, self-aware and capable leader. You'll know who you are, what you want, where you're going and how you'll get there.

If you want to make a difference in the community, environment, society or the world, study the Bachelor of Leadership for Change. It is a self-directed, project-based degree for people who know there's a better way to do things and who have the desire and drive to make change happen.

Sound like you? Contact us through [info@capablenz.co.nz](mailto:info@capablenz.co.nz)

Or view more details on our website:

<https://www.op.ac.nz/study/capable-nz/bachelor-of-leadership-for-change>



## Common Themes

1. Coffee, Kai, tea and cakes, but especially chocolate
2. Listen and respond
3. Take the time to know people
4. Acknowledge diverse values and views
5. Be organised
6. Have a plan
7. Walk the talk
8. Set boundaries
9. Think about the time and the place
10. Share good stories
11. Celebrate success
12. Review and critique regularly
13. Learn to say NO
14. Look after you first

# How do I get people to leave a conversation feeling inspired?

## *What you said ....*

- Sharing examples of inspiring stories
- Create a plan for action
- Keep the conversation relevant to them
- Do everything you can to be inclusive
- Make sure the tools for their next step are accessible
- Be an active listener and respond authentically
- Don't be afraid of a hug
- Humour helps
- Give them a problem to solve rather than instruct them to carry out the solution
- Value their contribution
- Acknowledge individual styles, strengths and perspectives genuinely
- Use positives
- Give hope not doom
- Be clear
- Fully engage in their ideas and thoughts
- Believe in them
- Acknowledge their mahi and thank them
- Find a common interest but remember boundaries
- Finish on a strong emotional point, don't waffle to the end
- Create shared dreams
- Be you- be human- be vulnerable
- Choose the right time
- Ask them questions
- Share your passion
- Use language that they will relate to
- Have a plan for the conversation- they should know what is coming
- End on a high note
- Tell the truth
- Remind them of times they had success, so that they know they will do it again
- Break down barriers into smaller achievable pieces
- Provide choice
- Make sure the opportunity to be heard is genuine
- Use "we" rather than "you" or "me"
- Be positive every day, not just when you need to have a hard conversation
- Be prepared and know your stuff
- Make sure it's face to face
- Use reflective listening affirmations





# How do I get people to tell me when I am not inspiring?

## *What you said ....*

Ask

Establish trust and honesty on the team long term, not just when you need some feedback

Softer approach

Establish a safe environment

Be an active listener

Be approachable

Having regular honest and courageous conversations

If I'm not being inspiring say they need to give you chocolate

Clear KPIs

Separate the mahi from the person- don't make it personal

"Don't give it a chair"- deal with it straight away

Get to know/ask the highlights and low lights for each day

Create a culture of critiquing so that critique is not only associated with problems

Have visuals on your wall reinforcing the importance of feedback

Be unoffendable

Read their body language as well as their words

Show you take action based on what they say

Yell and be negative (not).

Choose the right time when they will feel less vulnerable talking

Set up boundaries so that they don't become unsafe by taking it too far

Use the above the line/below the line model

Buy the coffee

Create anonymous opportunities

Code words or strategies to show "too much" like a stop sign with hands

Complete a peer review

Talk to their beliefs, values and goals so that they know you will respect what they say

Show humility and vulnerability to that they feel safe saying what they have to say

Have a history of being honest and let people know about it

Schedule time for conversations



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# How do I inspire specific groups such as parents, volunteers, or those who don't share my values?

## *What you said ....*

Spend time understanding who you are working with

Give first

Be upfront and honest about what you have for them or what you want from them

Keep things light hearted when you can

Lead by example

Share stories and in particular stories about change

Be organised and have a clear plan/instructions

Find common ground

Be real about the potential outcomes

Feed them/Kai is often the answer

Keep it simple

Where values/perspectives differ acknowledge that

Create trust through your actions

Tell great stories of success

Celebrate the small things

Find what is going to benefit them

Run some workshops/events so they understand "our" world

Join the dots to find the common ground

Do what you say you will do

1000 cups of tea

Make it fun

Make them feel part of the team

Give opportunities to shine

Focus on a collective vision

Chocolate

Be brave

Be organised

Make them feel valued

Let them take responsibility to solve some problems

Always come back to the why

Personal testimony

Be good with kids

Have regular collab events to bring groups together

Be clear that what you are suggesting is financially sustainable

Be inspired by them

Show aroha

Listen carefully to what their goals are so you can find alignment

Show that you genuinely care about their kids

Acknowledge that people are the experts in their own lives

Show them the difference they are making

Be you- be authentic

Have a curious mind

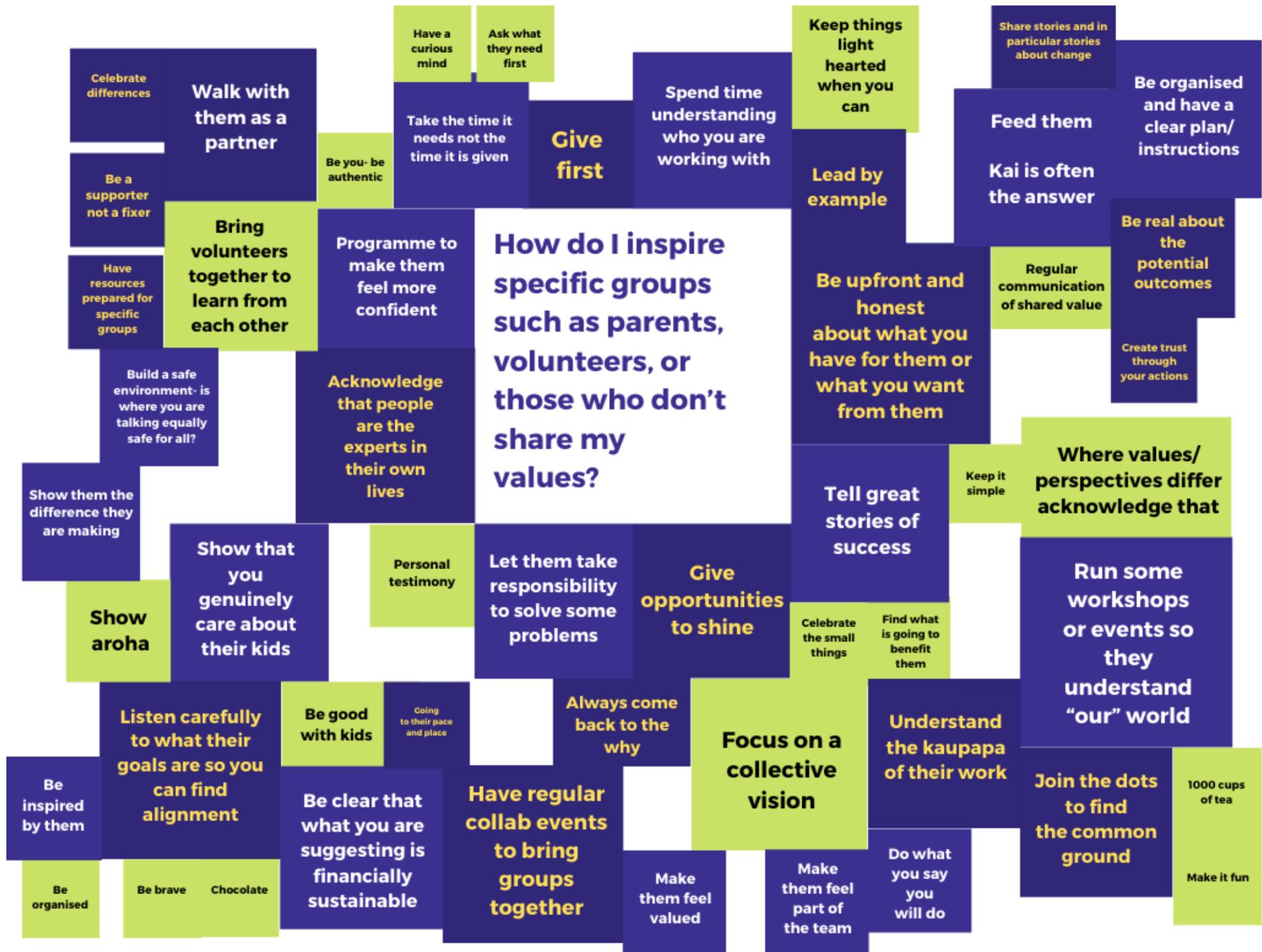
Build a safe environment- is where you are talking equally safe for all?

Have resources prepared for specific groups

Be a supporter not a fixer

Celebrate differences





# How do I keep everyone aligned with the “why” as well as the “what”?

## *What you said ....*

- Clear and regular communication
- Find how to keep EVERYONE informed
- Share success and failures
- Well-articulated values that are shared and communicated
- Involve everyone in regular reviews of what the why is
- Clear goals visited regularly
- Know what you’re talking about- you need to know the shared why not just yours
- Walk the talk so the why can be seen in your actions
- Leaders need to pioneer the why and explain it/ demonstrate it/live it.
- Shared ownership of vision
- Role model the why
- Learn to say “no” when it does not align
- Structure reporting to relate to the why
- Empower team to drive their bit of the why
- Get your hands dirty and show what it looks like
- Make sure everyone can see their perspective in the why
- Get lots of feedback
- Get governance involved in acting on the why- create the compassion that sparks the passion that steers the vision
- Evaluate and critique regularly so that everyone is reminded of the why
- Have a clear picture of what it looks and feels like
- Regular discussion
- Publish an annual book of stories each year
- Weekly group huddles
- Progress updates
- Break down silos so you are all working on the same why
- Whanaungatanga
- Link appraisals and KPIs to the why
- Attach stories to the why
- Encourage new ideas based on the same why/vision
- Have a clear and succinct version of the why that is easy to use quickly
- Make sure it is part of induction training
- Use language everyone will get
- Show the impact the “why” has
- Check in with community if the why is still relevant
- Lead more manage less
- Keep it short, person and visual
- Keep it real



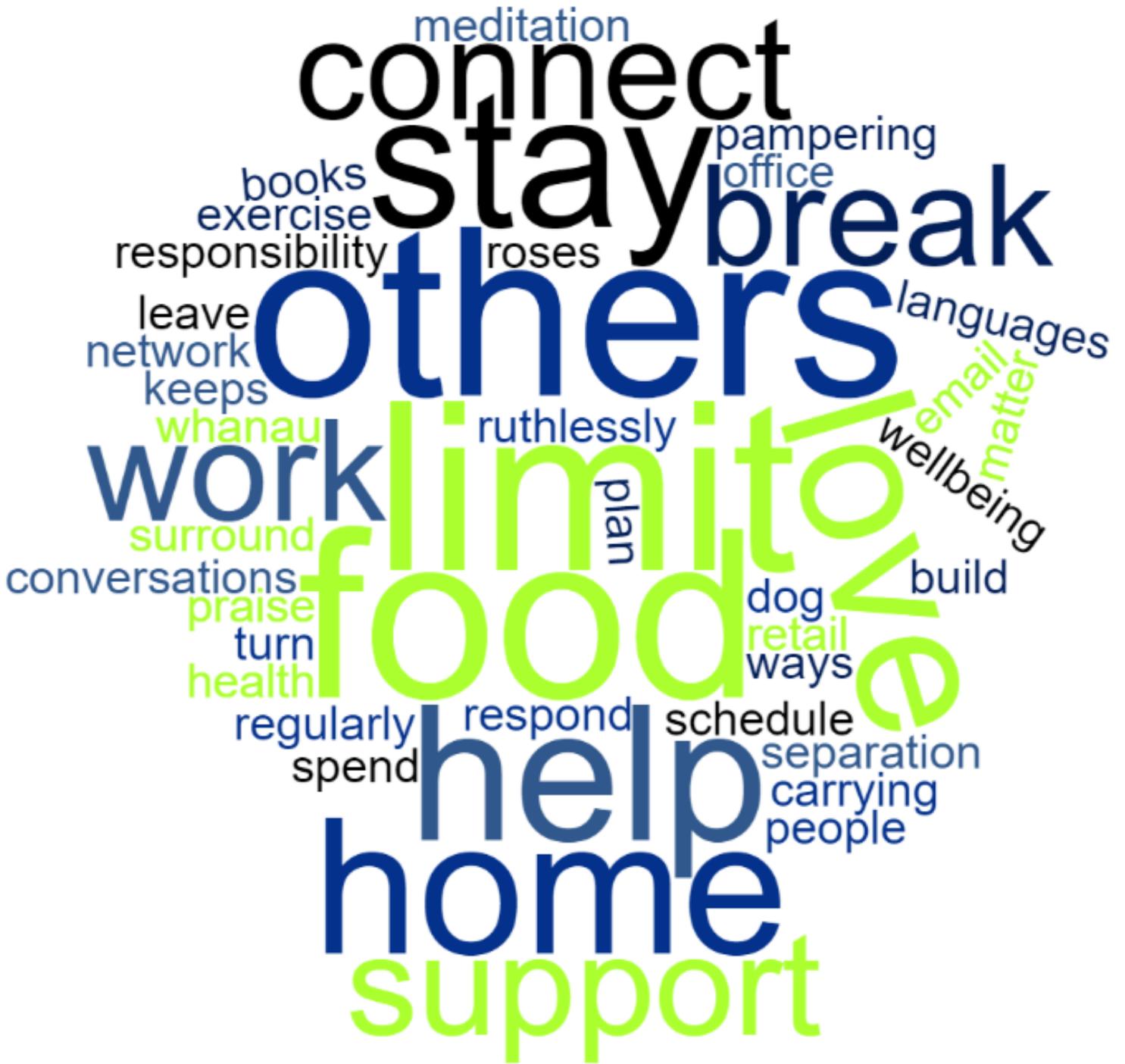
# How do I keep everyone aligned with the “why” as well as the “what”?



## How do I look after ME, so that I can inspire others?

### *What you said ....*

- Get professional supervision regularly
- Schedule time-out
- Have a self-care plan
- Reflect
- Surround yourself with people who are good for you
- Nourish your soul- whatever works for you
- Feed your why
- Have a support network
- Retail therapy, pampering and good food
- Regular exercise
- Have a mantra
- Encouraging others is a way to feed yourself
- Stay curious- it keeps your brain healthy
- Good sleep habits
- Pray and give thanks
- Home and work separation
- Know your own limits and respond to them
- Learning to say NO
- Know where and who to ask for help from
- Breathe through your belly
- Ask for help
- Meditation routine
- Choose a place to work that supports who you are
- Take responsibility for your own wellbeing
- For every criticism, praise yourself twice
- Build a health culture in your team
- Connect with others to look after each other
- Track breaks on time sheet
- Have those courageous conversations so you are not carrying the weight
- Put yourself first
- Be selective about who you spend time with
- Turn off your phone
- Leave work at work and home at home
- Limit screen time (esp, at night)
- Get better at delegating
- Use your out of office email religiously
- Whānau first
- Get outdoors
- Read books
- It's ok to have an off day and to have a day off
- Have time to smell the roses
- 50 ways to take a break
- Create good boundaries
- Celebrate the wins no matter how small
- Get a dog
- Role model how you want staff/peers to look after themselves
- Stay connected to community
- Time with those you love
- Don't take on others baggage
- Know the 5 love languages
- Prioritise ruthlessly
- Go on holiday



# How do I look after ME, so that I can inspire others?

Create good boundaries

Schedule time-out

Know your own limits and respond to them

Get a dog

Don't take on others baggage

Have those courageous conversations so you are not carrying the weight

Have a mantra

Know where and who to ask for help from

Get better at delegating

Home and work separation

Get professional supervision regularly

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Go on holiday

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Feed your why

Retail therapy, pampering and good food

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Know the 5 love languages

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Prioritise ruthlessly

Be selective about who you spend time with

Whānau first

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