

Improving the Workplace by having Courageous Conversations



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My Personal Experience

Our Subject

Core Concepts

Organizational
Experience with CC

Blueprint for Improving
The Workplace

Summary

Questions

Contact Information



Our Destination Blueprint for Improving the Workplace

My First Unity Experience



USS FORRESTAL FIRE-1967-Vietnam War

- 134 sailors lost their lives
- 20 planes destroyed
- Hundreds of sailors injured
- Dozens of planes damaged
- Worst loss of life on a USN ship since WWII
- Improved Damaged Control and Shipboard Communications



Introduction



Sail Together

Sink Apart

Carrier Strike Group

Abandoned Ship



USN BOOTCAMP 8 weeks(10)



Diverse Individuals



A Unified Team



Ancient as the Tower of Babel

- **Wikipedia**
- a united human race
- speaking a single language
- agree to build a city and a tower with its top to the heavens
- The power of the heavens confounded the language
- Disrupts their language and therefor their ability to achieve their unified goal of Tower of Babel



Modern as current leadership practices



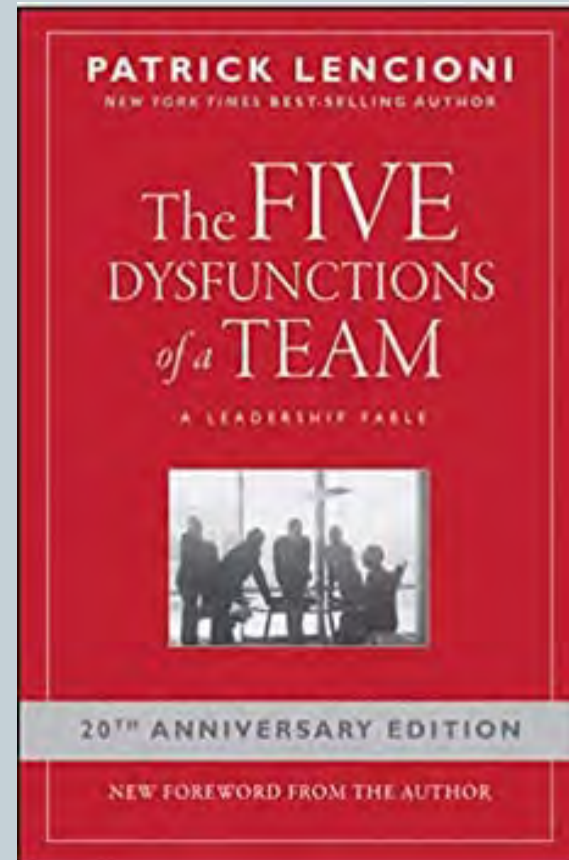
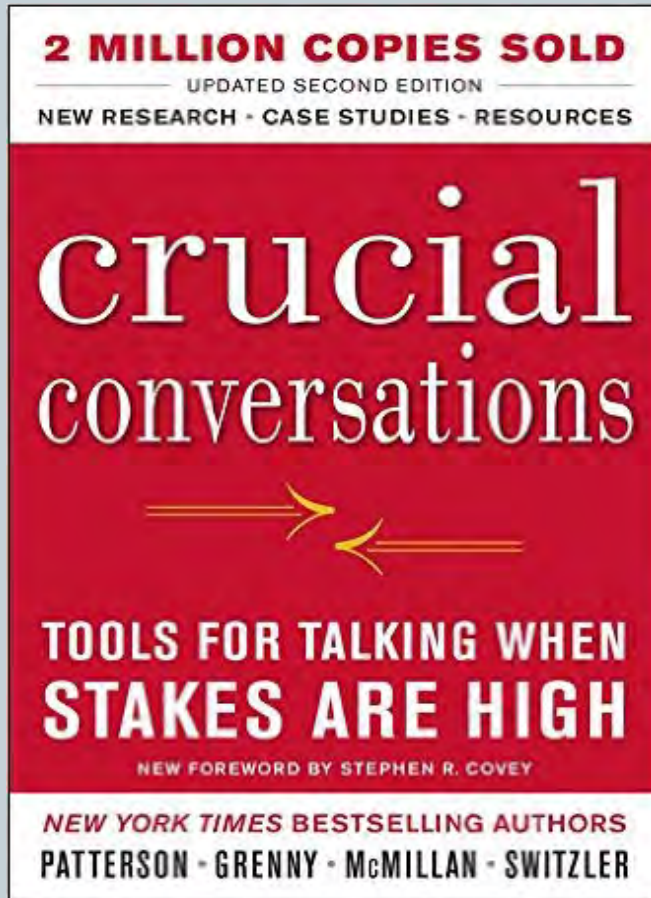
STEPHEN M.
ROSS SCHOOL OF BUSINESS
UNIVERSITY OF MICHIGAN

TEAM BUILDING

- **WHO SHOULD ATTEND**
- Leaders - formal and informal
- People seeking a unique, sustainable leadership development experience
- Teams seeking extraordinary results through common language, supportive approaches



Reading Material



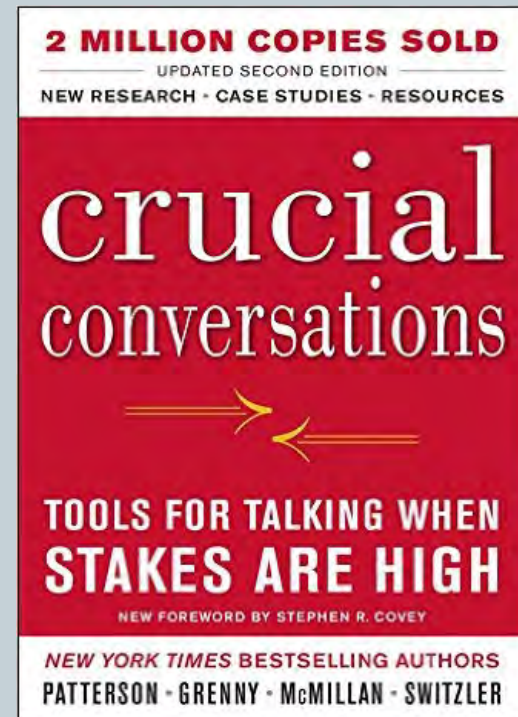
The Five Dysfunctions of a team



What is Courageous Conversation?



- Conversation between two or more people
- Where thoughts and opinions differ
- Potential for strong emotions exist
- Reconciliation is warranted



Core Concepts & Definitions

Leadership



- **Leadership**
 - the leader or leadership team
- **Leadership Measurement**
 - Results
- **Leadership Definition**
 - Envisions or knows where “we need to go”
 - Empowers the team to get where “we need to go”

Core Concepts & Definitions

The Workplace



- **The Workplace is synonymous**
 - The team
 - The organization
 - A place or entity organized to produced results

Core Concepts & Definitions

Fear & Courage



- **Fear**

- ✦ Breeding ground for ignorance
- ✦ Basis for ineffective decision making
- ✦ Paralyzes people and causes inaction

- **Courage**

- ✦ Breeding ground for education and growing
- ✦ Empowers effective decision making
- ✦ Enables us to move beyond our fears

Core Concepts & Definitions

Individuals vs Team



- **Individuals produce personal achievements**
- **Teams produce organizational results**

- **Individuals can win awards**
- **Teams wins championships**

Core Concepts & Definitions

The Value Spectrum



- **Everyone has value and wants to be valued**
- **The spectrum range**
 - Dehumanized or devalued to Admired or Highly Appreciated
- **Where do people in your organization fall?**
 - Takes courage to assess
- **Valued**
 - Included
 - Productive
 - Engaged and committed
 - Become team members
- **Devalued**
 - Excluded
 - Unproductive
 - Isolated and uncommitted
 - Become individuals and can lead their own silos or clicks

Core Concepts & Definitions

The Differentiator



- Leadership success is measured by one thing
 - Results
- Results are a factor of one thing
 - Intentional or Focused Action
- The equation

$$R = L \times IA$$

$$L \times IA = R$$

Core Concepts & Definitions

Actions get results



- **To get the following results:**
 - diverse individuals forged into a cohesive team
 - Ideas and rhetoric converted into a palpable cultural change
 - Goals and objectives materialized into tangible results
- **You need the following key things**
 - Leadership commitment to intentional focused action
 - A healthy and empowering workplace environment
 - ✦ Both are forged by navigating the difficult conversations
 - Avoiding the tough stuff won't work

The Illustration



- **Fire Service experience**
 - Navy forged by the Sea
 - Fire Service forged by Fire
- **Many lessons learned**
 - Fire and the Sea have no favorites
 - ✦ Indiscriminate
 - ✦ Unforgiving
 - Goals are clear
 - Obstacles abound
- **Teamwork is mission critical**

The Blueprint- A Success Story

Fire Chief Rebecca Denlinger

Fire Chief Sam Heaton

- Brief history



- Seminar at AFRD 20/20



Class Highlights



- **The class**
 - **Definitions**
 - ✦ Diversity in its many forms
 - **Topics**
 - ✦ Team unity
 - ✦ Current and relevant events
 - ✦ Organizational values and how they affect the mission
 - ✦ Proactivity over reactivity to issues of discrimination, harassment, and isolation

Class Highlights



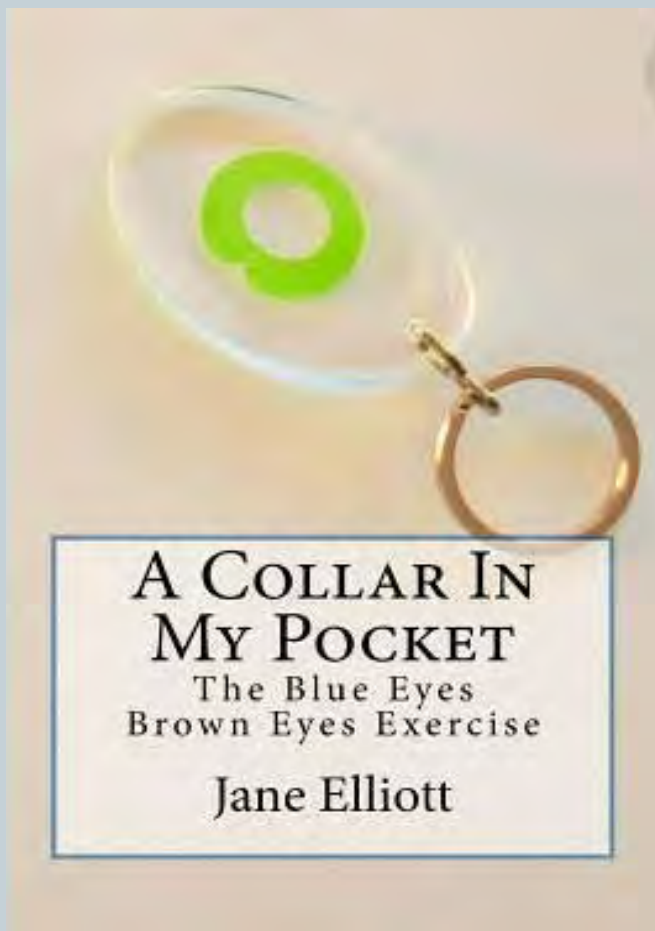
- **The class**
 - **Core concepts**
 - ✦ **How to listen**
 - ✦ **Perceptions, biases, and assumptions**
 - ✦ **The power of forgiveness**
 - ✦ **Empathy and respect**
 - **Respect others values, thoughts, ideas**
 - **Doesn't mean you have to agree**
 - **Without respect**
 - **There is no courageous conversation**

Creating the safe space



- **Ground Rules**
- **Say what's on your mind**
 - No free pass to harass or discriminate.
 - No irresponsible words or comments.
 - Intent is to learn, not harm

Video Illustration-A game changer



- Really drives home key points of the class
- The Video
 - Regularly get visceral responses
 - Especially to 1st timers
 - 1968-yet still relevant
 - It is followed by a class discussion on the core concepts

Our Vignettes



- **MAKES IT PERTINENT**
 - **SEE THEMSELVES**
 - **ENGAGING**
- **THE FULL GAMUT OF DIVERSITY**

Videos and Group Discussions of Department Happenings

Press Play



Break out groups



- **What issues might arise with the actions in the video?**
- **How might you handle this situation?**
- **How might this situation be prevented?**

The Results

Improved workplace

- #1 in EEOC complaints to the model for all county agencies
- Fire Chief
 - ✦ Personnel investigator
 - ✦ Personnel empowering
- The department workplace improved
- Training improved
- Performance improved
- Two national conferences were born and sustained
- Several national instructors
- Rare credentials of top 3% departments nationwide
- Ray Downey Award Recipient

High performing team MAFFC- Tower of Babel



The evolution



George Floyd Discussion



Micro America-unified



The City of Powder Springs

The movement continues

Improved workplace

High performing teams

○ **Team Powder Springs**

● **The Championship**



How you can improve your workplace



- **Decide if this program will benefit your organization**
 - The role of Leadership is critical
- **Customize the material for your organization**
 - Develop a class around the core concepts
 - Credible presenters
 - Practical application
- **Use our model**
- **The information is limitless**
- **Be proactive and intentional**
 - Won't change overnight

Closing



- Miracles on Ice



- The back story





The name on the front

Summary



- **Conclusion**
- **Leadership must create the environment for the team to develop from a bunch of individuals to a cohesive and high performing team**
- **That result can only come from**
 - Intentional focused action embraced by leadership and empowered through the team

CONTACT INFORMATION



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Questions

