

A photograph of three business professionals in a meeting. On the left, a Black man with a beard, wearing a patterned shirt and a grey vest, is looking towards the center. In the middle, a woman with short dark hair, wearing a light pink blazer, is smiling and looking towards the right. On the right, an older woman with short white hair, wearing a grey blazer over a blue top, is looking towards the center. They are standing in front of a whiteboard with some sticky notes. The background is a modern office setting with a laptop on a desk and a window.

ACTIVE LISTENING FOR INCLUSIVE LEADERS

Hi all! Glad to have you with us!
Write your name and where you're signing in from today
in the Zoom Chat

CIBC's Inclusive Leaders Employee Network Presents . . .

Active Listening for Inclusive Leaders



WELCOME TO SESSION 1:

LEARNING THE “HOW” OF INCLUSIVE LEADERSHIP

ILEN Co-Chair

Diana Harrison

CIBC'S INCLUSIVE LEADERS EMPLOYEE NETWORK

Inclusive Leaders Employee Network (ILEN)'s mission is to *promote and build an inclusive environment* at CIBC that *supports collaboration, flexibility* and *fairness* where all employees of all levels are *encouraged to contribute* to the *organization's objectives and mission*. ILEN strives to promote concepts surrounding *inclusion* and *diversity awareness* through *employee networking opportunities, inclusive leadership development* and *career path development*.

ILEN Executive Sponsors, Chairs, and Committee Members

- **EXCO Sponsor:** Kevin Van Solkema
- **Executive Sponsors:** Andy Dawson and Sharon Michnuk
- **Co-Chairs:** Jonathon Bart and Diana Harrison
- **Committee Members:** Lenore Cusick, Lisa Garcia, Kim Keaton, Matt Logan, Ramsin Malik, James Ninni, Michael Piccatto, and Todd Schultz.

OUR TEAM



Katie Zenger, MPH

Zenger Strategies Founder &
Today's Facilitator



Charles Weathers, MBA

The Weathers Group
Leader //Coach// Author //
Today's Trainer



Monique McDaniels, MPA

Public Administration & Conflict
Resolution Expert
Trainer & Facilitator

Today's Interactions

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Zoom Polls

Chat Function

Reactions

Mute!

EXPECTATIONS



- 1 Be present
- 2 Suspend judgment
- 3 Seek understanding

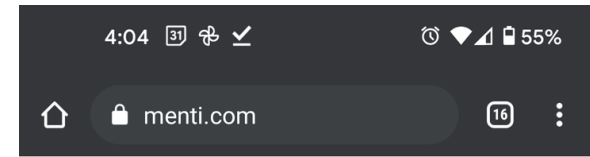
- 4 Observe virtual meeting etiquette

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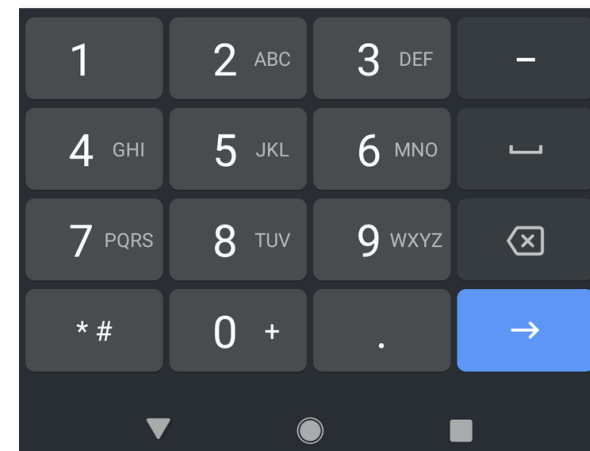
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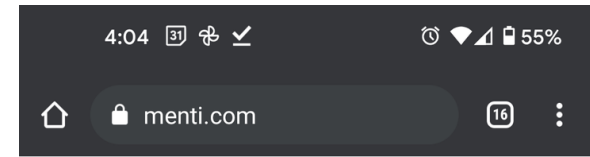


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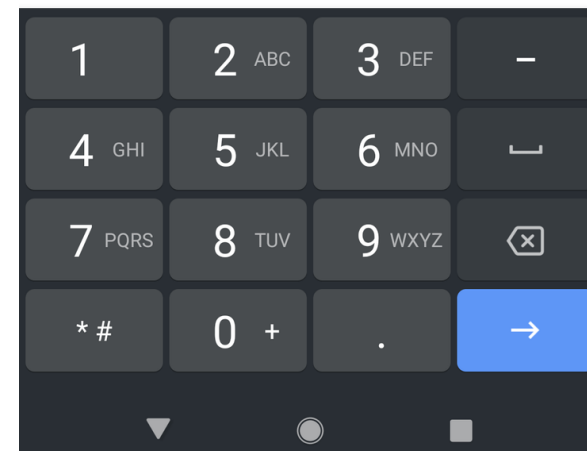
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SETTING INTENTIONS FOR TODAY



Communication Challenges & Opportunities

- It is 2021 and we are STILL having challenges with communication
- What common challenges do you still experience with communication?

>Put your answers in the chat<



Causes of Ineffective Communication

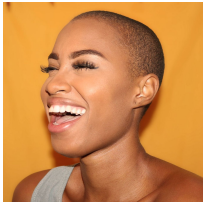
- Past experiences
- Stuck in our ways
- Lack of confidence
- Untapped skill/Unused muscle
- Speed and pace
- Lack of preparation
- Assumptions, Projections, and Biases



COSTS OF INEFFECTIVE COMMUNICATION



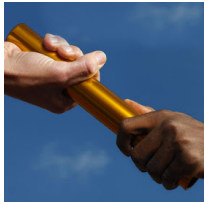
Energy



Morale



Conflict*
*the unnecessary kind



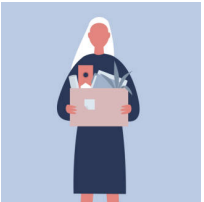
Credibility
/Reputation



Efficiency



Results



Turnover

PRINCIPLES OF CONNECTED CONVERSATIONS



VALUE THE RELATIONSHIP

SEEK UNDERSTANDING

WILLING
COLLABORATION

SELF AWARENESS &
MANAGEMENT

TIMING

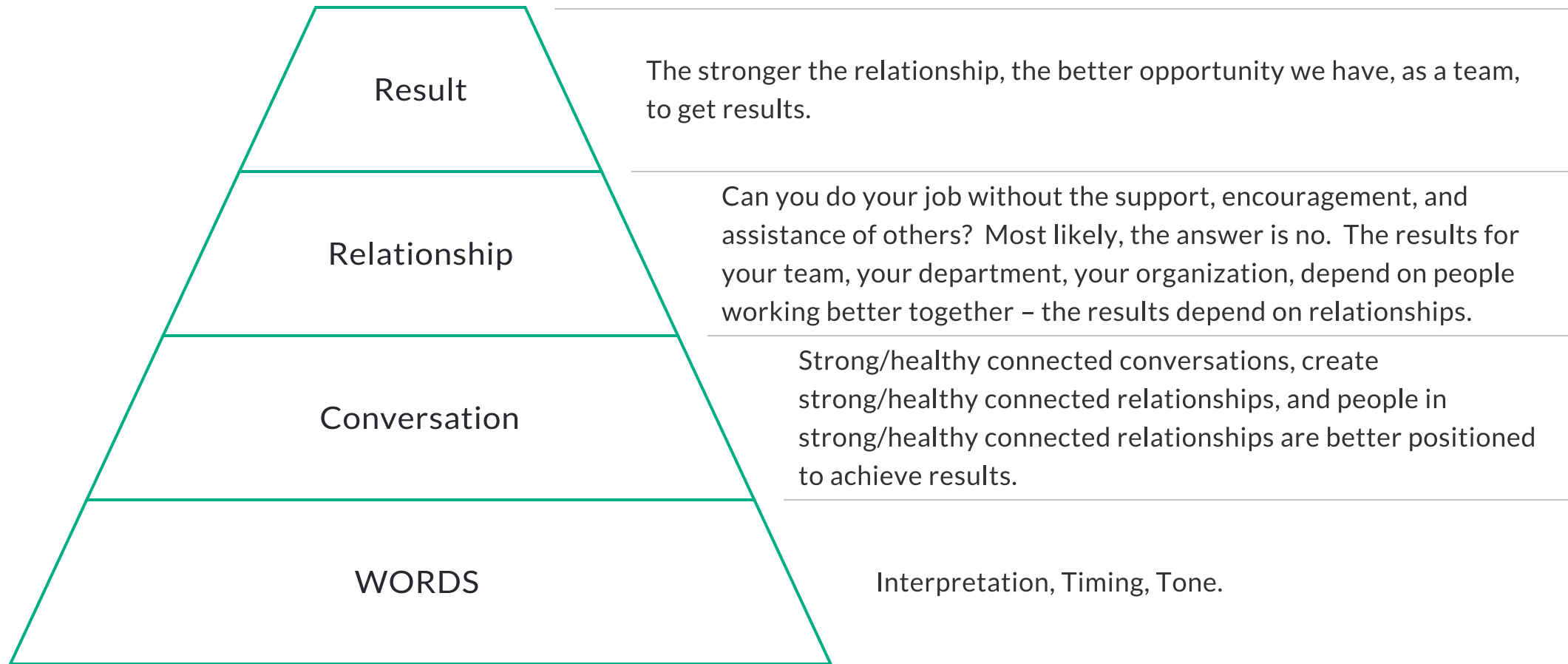
SAY IT

CONFIDENCE & HUMILITY

Connected Conversation: A meaningful exchange that increases understanding, while protecting and strengthening the relationship.

CONNECTED CONVERSATIONS

Conversations are the foundation of everything. The stronger and deeper the conversations, the stronger and deeper the relationship. We can't have a deep relationship if we're only having shallow conversations.



CONNECTED CONVERSATIONS: CONSIDERATIONS



- How do my habits, preferences, tendencies, and internal biases inform and shape my communication?
- When communicating, what can another person do that you find frustrating?
- *What would you like your teammates to know about your communication style?*

**THE IMPORTANCE OF ACTIVE LISTENING IS THAT IT
ALLOWS US TO HAVE CONNECTED CONVERSATIONS.**



“ YOU WANT
ANSWERS?
YOU WANT THE
TRUTH?
YOU CAN'T
HANDLE THE
TRUTH! ”

Jack Nicholson in A Few Good Men

“ ACTIVE
LISTENING IS THE
COURAGE TO
HEAR WHAT YOU
MIGHT NOT
WANT TO HEAR ”

Charles Weathers

COMMUNICATION OPPORTUNITIES

Conversational/communication issues
masquerading as training issues:

“We need to talk
about _____”

“I should tell
you _____”

“_____ has been on
my mind”

SELF ASSESSMENT - MY COMMUNICATION



- ZOOM POLL - Am I an active listener?

The Role of Trust

Why is trust important to being an active listener and an inclusive leader?



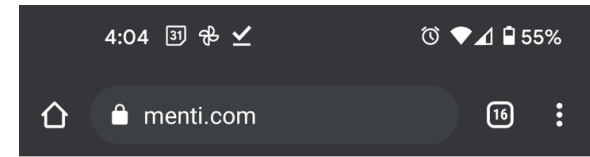
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HIGH TRUST ENVIRONMENT?

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OR, it should update to the new Q automatically



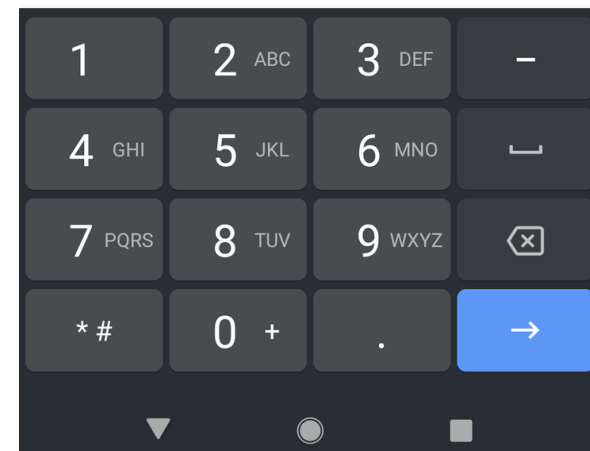
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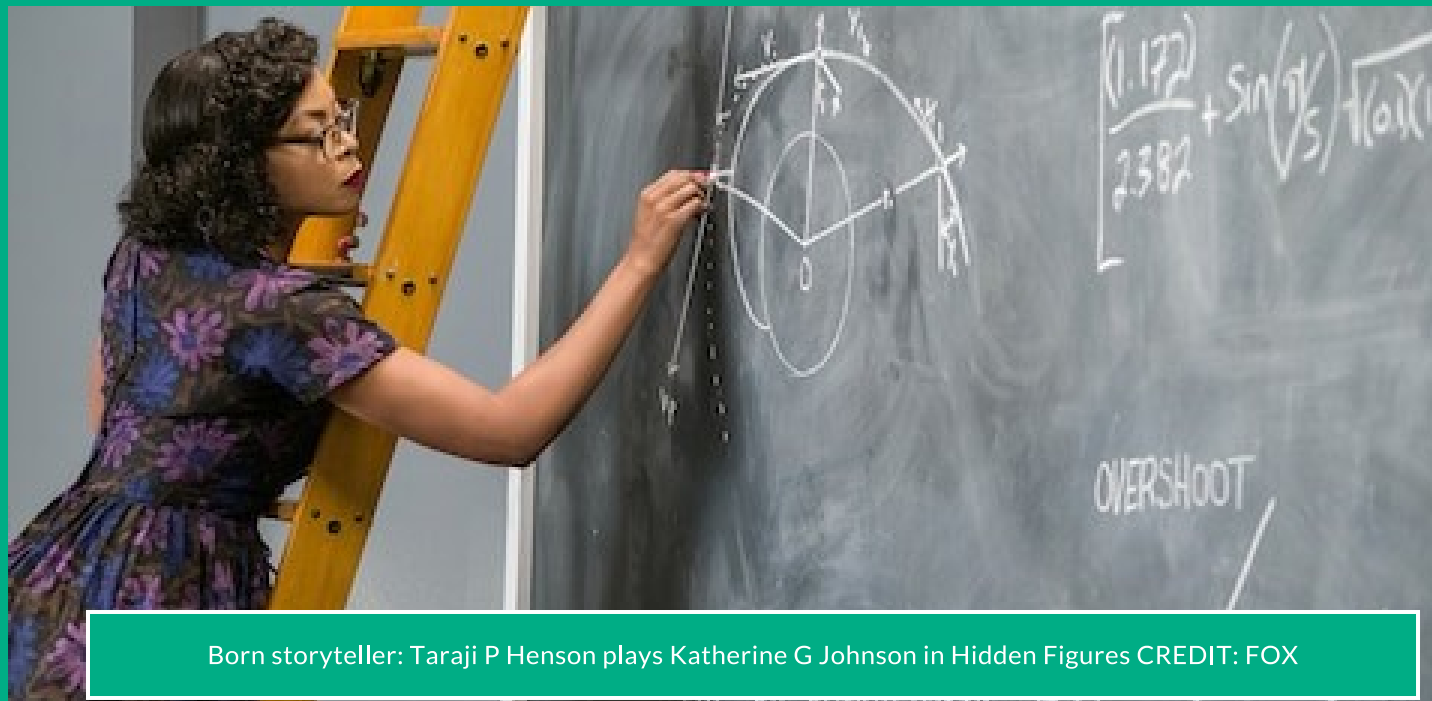
THE ROLE OF TRUST

- People are "wounded" in the workplace
- Lack of trust leads to superficial, shallow, and deceitfully polite communication
- Important to restore and build employees' trust
- By design or default, we are always impacting trust

1. What are some hallmarks of **High Trust Cultures**?
2. What are some hallmarks of **Low Trust Cultures**?



THE TRUST FORMULA



Born storyteller: Taraji P Henson plays Katherine G Johnson in Hidden Figures CREDIT: FOX

ACTIVE LISTENING ROLE PLAY

DIALOGUE - Charles & Monique

Person A: People are tired and stressed. Morale is declining. It's like there's something in the air that's weighing everyone down. We need to lighten the atmosphere. They need a break.

Person B: I'm tired and stressed also. It's called work.

Person A: I don't think you understand, our team is really worn out. They've been moving at an unrealistic pace for a while now. This isn't going to end well.

Person B: I tell people to take off and they don't. What do you want me to do?

Person A: Yes, you tell them to relax and take off, but you don't model it. They see you working and stressing and they're following your lead. You send emails at 10 pm at night. I even saw one you sent at 4 am.

Person B: I don't expect them to read or answer those emails.

Person A: That's easy for you to say. You're the boss. And then, the first thing the next morning, if they don't have a solution or answer, you criticize them. Some people want to disconnect after work and not be re-engaged until the next day.

Person A: Division Manager.

Person B: VP of the Division.

Person A is one of the few people who will speak directly to Person B

Person B: That's just who I am and how I am. My thoughts come to me at night. I've told them they don't have to respond.

Person A: Really? When you were on vacation last month - you called in every day, sent emails, and asked for updates.

Person B: So, that's how I choose to spend my vacation. Why does that bother anyone else?

Person A: Because you set the tone. You can tell people, "It's ok to take off. Go relax." But if you model the opposite, they're not going to trust that they can really set and enjoy their downtime. And to be honest, you're somewhat critical of people who don't work as hard you do. You may not say it with your words, but it comes across that way.

Person B: I like to work. It's what I live for. Again, they don't have to be like me. I'll remind them at the next team meeting.

REACTIONS/DISCUSSION

- > **What did you observe?** *Type your answers in the chat.*
- > **What did Charles do that contributed to high trust? Low trust?**
- > **Anything you would avoid/react to?**

LISTENING is a core component of a high trust work environment, and is therefore a critical skill for inclusive leaders.

It's the HOW of inclusivity!

Review: Active Listening & the Principles of Connected Conversations

- The importance of active listening comes down to **DOING** vs. **SAYING**
- Active listening is one of the foundational principles of **CONNECTED CONVERSATIONS**
- Active listening is the critical skill for building trust as a leader

Connected Conversations are the key to high-functioning teams

PRINCIPLES OF CONNECTED CONVERSATIONS



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WILLING
COLLABORATION

SELF AWARENESS &
MANAGEMENT

TIMING

SAY IT

CONFIDENCE & HUMILITY

Connected Conversation: A meaningful exchange that increases understanding, while protecting and strengthening the relationship.

-What is one **takeaway** from this session? OR...

WHAT STUCK?

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- OR...What is one thing you'll do differently after this session?

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SESSION #1 PRESENTATION EVALUATION



- Please take the time to take the Survey Monkey presentation evaluation
- Use the QR code here! (*Aim your camera at it and the link should pop up on your phone*)
- Or use the link in Chat!

<https://www.surveymonkey.com/r/JQXDBLQ>

THANK YOU FOR ATTENDING TODAY'S SESSION!

- Please join us on Thursday, September 23rd at 2PM CST for the conclusion of our two-part series on Active Listening!
- Look out for a meeting invite and registration link - via EVENTBRITE

For any questions, please
contact: katie@z-strategies.com or
USInclusiveLeaders@cibc.com

