



WeLead Tools

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When to use?	LaL Tool	Purpose	Application for teams + supporting others
Issue specific practices and tools			
<i>Preparing for a challenging conversation or presentation</i>			
When you sit down to prepare	Image Management (in my situation) chart and instructions	Recognize your anxieties/fears and how they might drive unproductive behaviors if you're not conscious they're running the show. Define clear goals and a set of practices to help you show up as your best self.	Encourage mentee / teammate / partner to use this tool in preparation for a situation that's causing them anxiety. Support them to connect with goals that are oriented toward contribution, learning or being (vs. tied to specific outcomes). Help them to define practices at the level of the ego threat.
When you sit down to prepare for a feedback conversation	VEDEC preparatory questions	Ground yourself in how you'd like to engage for your message to be received (Vulnerable, Direct and Caring) and to broaden your own understanding (Exploratory and Empathetic).	Use VEDEC as the norms for engagement on your team and with partners.
<i>During a challenging conversation or presentation</i>			
At the start	Goals and Fears Practice (VEDEC) Share fears/DDIs + goals at start of the meeting, conversation or presentation	Stressful situations lead most people to misinterpret micro-expressions, unintentionally push on one another's ego threats and reinforce a lack of collective safety. Create connection through vulnerability and empathy. Allow for the <i>real</i> issues to be raised and addressed.	Encourage mentee / teammate / partner to use this approach at the start of a conversation or presentation that is causing them anxiety. Invite everyone to journal and share their fears/anxieties/DDIs + goals at start of charged meetings or conversations.

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When you're delivering tough feedback or news	<p>Communicate with Directness and Caring (VEDEC)</p> <p>Share concrete, specific observable behaviors (Direct) along with your intention for the other person (Caring)</p>	Increase the likelihood that your feedback will have a positive impact by delivering it in a way that creates safety and is clear, understandable and actionable (vs. sugarcoated or judgmental).	Encourage mentees/teammates to use this tool when they have difficult feedback or news to deliver.
When in the listening role, especially when the other person is seemingly triggered	<p>Mindful, Exploratory, Empathetic listening (VEDEC)</p> <ul style="list-style-type: none"> • Paraphrase what you're hearing they're experiencing without agreeing or judging • Ask clarifying questions • Avoid jumping to solutions 	Create a strong container for a good conversation, allowing the other person to feel supported and yourself to better connect with their deeper needs. This will raise the likelihood of the <i>real</i> issues being raised and addressed.	Display in the room (or elsewhere) as a reminder.
During a tense interaction, if you find yourself in a space of being right	<p>ABC Practice</p> <p>Use this conversational approach to express your interpretation and feelings using Maultsby's ABCs. The ABC sorter chart helps with sorting.</p>	This is a useful de-escalation technique in a heated conversation when you don't have the option of pausing to sort your pinch. It helps you untangle facts from your interpretations and feelings, and supports you to speak in a vulnerable, direct and exploratory way.	Discuss as a team whether this is a useful practice to try out together.

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<i>When you feel internally agitated or triggered</i>			
<p>When you find yourself off-center (and/or as a daily or weekly practice, as below)</p>	<p>Pinch sorting Use either the Pinch sort chart (with cheat sheet) or the Express pinch sort</p>	<p>Recognize the moments you get triggered. Use the sorting tool to reclaim your abilities to address the situation constructively and creatively – with your full brain capacity.</p>	<p>Share your own pinch sorts regularly to create a context of vulnerability and connection and to create safety for others to do the same. Remember not to share your mindchatter. Instead, share the ego threat that was activated for you, how you reacted and/or your reframe and intentional goal.</p> <p>Encourage others to find and regularly meet with a Pinch buddy or make an offer to play that role for them. Use the pinch sort cheat sheet to guide them through sorting pinches.</p>
<p>When you find yourself in a familiar loop of mindchatter or feel spun up (i.e., obsessing, perseverating, doing things compulsively, etc.)</p>	<p>Diversions Review your Diversion chart (and instructions I and II) and ask yourself: if I weren't thinking about this mindchatter or doing this thing compulsively, what would I be anxious about right now? Where do I feel challenged? Identify what is my next uncomfortable step to progress on that challenge.</p>	<p>Free yourself from the obsessive mindchatter or compulsive activity, thus saving time and energy, and instead identify the issue you were actually anxious about and need to spend time on.</p>	<p>Review your diversions together as a team, particularly when you're collectively embarking on a new or stretch initiative. Create agreements for how to support one another when you since a teammate might be falling into a diversion. Because diversions can feel emotionally intense and delicate, spend time understanding from one another what feels most supportive to hear from a colleague when you're in that place.</p>

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<i>When you're in an unproductive relationship or team dynamic</i>			
When you find yourself feeling stuck or dissatisfied in a 1:1 relationship or notice yourself having strong negative judgments of someone else	SFP/MOG Process 1. Complete Self-fulfilling Prophecy chart with instructions 2. Find a buddy to support you go through the Steps of Making Good	Recognize my contribution to the unsatisfying relationship dynamic and where I have leverage to improve it by seeing where I have built up baggage and judgments about the person, and how that is affecting the relationship.	Encourage mentee / teammate / partner to complete SFP chart if they come to you struggling with a relationship and/or you hear them share strong judgments of someone else. Encourage others to find and regularly meet with a "Making Others Good" buddy or make an offer to play that role for them. Use the Steps of Making Good as part of that buddy relationship.
When two teams are at odds with one another	Us + Them Organize a workshop with the two teams (and a Spark facilitator) to complete Us + Them chart with instructions	Engage in a dialogue to reflect meaningfully on how groups have developed negative assumptions about each other leading to an unproductive inter-group dynamic. Begin to shift out of that cycle together.	Complete Us + Them chart with the two "sides" of the dynamic. Note: We do not advise using this chart w/o trained Spark facilitator
<i>Starting a new stretch role or project or working toward a challenging goal</i>			
When you start a new stretch role or activity, where there is a risk of failure or set back	Mattress Review your Mattress chart with instructions	Re-connect with your hedging mechanisms (thought patterns and behavioral tendencies) and the fears/anxieties they're rooted in, in order to guard against falling into them. Recognize the costs of those mechanisms. By recognizing the mechanism at play, it helps you find compassion for yourself and alleviate feelings of performance pressure.	Review together as a team, particularly when you're collectively embarking on a new or stretch initiative. Create agreements for how to support one another when you fall into your hedging mechanisms.

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<p>When you find yourself falling into a repetitive pattern of behavior, or you're not making as much progress on an Area for Improvement as you'd like</p>	<p>Patterns Use the Patterns chart ideally with the support of a coach or teammate</p>	<p>Get at the root cause of what drives my repetitive behaviors. Understanding the root cause is the starting point to be able to define goals and practices, at the root cause level, to create a higher likelihood of shifting out of these behaviors.</p>	<p>Encourage mentee / teammate / partner to use this tool if they're feeling stuck in a repetitive pattern of counter-productive behavior. Support them to complete a pattern chart with the support of a coach.</p>
<i>When you find yourself procrastinating</i>			
<p>When you find yourself procrastinating or avoiding particular items on your to do list, or as a weekly/biweekly to guide the way you allocate your time (as below)</p>	<p>Unconscious Time Management Complete this chart (side A and B) with instructions (side A and B)</p>	<p>Recognize how you unconsciously prioritize what you're comfortable with over what's most important. UTM can help you identify C- items, and the Power Hour (below) is a good tool to make progress on those items.</p>	<p>Encourage mentee / teammate / partner to use this tool as a regular time management practice, or if you notice them kicking the can down the road on a particular deliverable / project.</p> <p>Incorporate this tool into regular team meetings. Invite each person to share their top C- activities and make agreements on how to support them.</p>
<p>When you find yourself procrastinating or avoiding particular items on your to do list</p>	<p>Power Hour preparation</p>	<p>Close your exit doors to make progress on your most important work.</p>	<p>Encourage mentee / teammate / partner to schedule a Power Hour if you notice them kicking the can down the road on a particular deliverable / project. Invite them to share with you some of their fears / anxieties so they feel less alone with it. Make an agreement with them on how best you can support them to hold to their Power Hour commitments (i.e., ask them to share with you their designated Power Hour times so you don't make "asks" during those hours).</p>

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Regular practices			
<i>Daily</i>			
As a daily practice (and possibly combined with gratitude practice)	Daily goal setting Set goals in the morning and check-in in the evenings (tip: pair with a specific activity, i.e., while brushing teeth)	By default, your ego drivers tend to drive you goals unconsciously. Clarify your intentions for the day as a grounding mechanism to live more purposefully for when things get stressful, overwhelming, etc.	Invite team members to share daily / weekly / monthly goals publicly (i.e., via Slack)
As a daily practice (and possibly combined with your daily goal setting practice)	Gratitude practice Journal 3 things you're grateful for every morning or evening	Recognize and appreciate small or large moments in your life to actively cultivate a different mindset.	Invite team members to share what they're grateful for daily / weekly / monthly publicly (i.e., via Slack). Can combine with a daily / weekly goal setting practice.
As a daily or weekly practice (or when you find yourself off-center, as above)	Regular pinch sorting Use either the Pinch sort chart (with cheat sheet) or the Express pinch sort	Recognize the moments you get triggered. Use the sorting tool to reclaim your abilities to address the situation constructively and creatively – with your full brain capacity.	Share your own pinch sorts regularly to create a context of vulnerability and connection and to create safety for others to do the same. Remember not to share your mindchatter. Instead, share the ego threat that was activated for you, how you reacted and/or your reframe and intentional goal. Encourage others to find and regularly meet with a Pinch buddy or make an offer to play that role for them. Use the pinch sort cheat sheet to guide them through sorting pinches.

When to use?	LaL Tool	Purpose	Application for teams + supporting others
<i>Weekly / monthly</i>			
As a weekly/ biweekly practice (or when you find yourself procrastinating or avoiding particular items on your to do list, as above)	Unconscious Time Management Complete this chart (side A and B) with instructions (side A and B)	Recognize how you unconsciously prioritize what you're comfortable with over what's most important. UTM can help you identify C- items, and the Power Hour (below) is a good tool to make progress on those items.	Encourage mentee / teammate / partner to use this tool as a regular time management practice, or if you notice them kicking the can down the road on a particular deliverable / project. Incorporate this tool into regular team meetings. Invite each person to share their top C- activities and make agreements on how to support them.
<i>Quarterly / annually</i>			
Quarterly	Essential AFIs Use the Essential AFIs chart and instructions with an example	Use in an ongoing basis to stay connected to what you want to work on and a set of tangible practices to help you get there. Best if integrated with your development plan.	Share Essential AFI charts as a team and make agreements to support and hold one another accountable.
Quarterly	Global Vision Global Vision chart and instructions	Capture in one chart a summary view of what you're working on, what gets in the way of your progress, what's most important to you and what inspires you to keep growing and learning.	Review and update quarterly as a team as a way of celebrating the practices and goals that are working, recognizing progress on skill gaps, counter-productive behaviors and strategic challenges and re-adjusting as needed as you continue to grow and learn.

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Annually	Team Feedback Schedule an extended meeting with your team and use the Team feedback instructions to structure the conversation	Develop the team's capacity to offer one another feedback and practice the muscle of honing in on concrete, observable behaviors vs. sharing judgments. This also creates a container for learning and an environment of mutual support and vulnerability.	This is a team activity.
<i>Meeting routines</i>			
At start of a meeting, when everyone seems particularly stressed out	Mindchatter dump Capture on paper what you have on your mind and reconnect with your intention	Clear your mind to allow for maximum presence and engagement	Invite team members to journal for themselves at the start of meetings. Option to incorporate this as a default practice in all meetings.
At the start of a meeting, if the agenda is unusually challenging	Cell phone & smart watch "in the basket" or pile them at the center of the table	Maximize engagement and presence during meetings, particularly when the agenda includes challenging or contentious topics	Invite team members to engage in the activity at the start of the meeting. Option to incorporate this as a default practice in all meetings.
Throughout a tense, charged meeting	Real-time pinch sorting Express pinch sort Pinch flag	Allow everyone in the conversation / meeting to regain center and reconnect with their goals for the interaction; support one another to share vulnerably	Call a timeout and encourage everyone to do an express pinch sort and/or set a norm that folks can use the pinch flag to raise pinches in the moment and get support to sort them.