



Wake Up Eager Workforce Podcast, Episode 23
Magic Motivation Tools: Feed Forward and Triad Coaching Calls
-- Produced By Suzie Price

Transcript

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Suzie Price: Hey there! Welcome to episode number 23 of the Wake Up Eager Workforce Podcast. Today is about Two Magic Motivation Tools: Feed Forward and Triad Coaching Calls. I'm going to give you more information about those two tools, what they are, why they work. You're going to hear my perspective on those on those and you are going to hear from a leader who has used both of those tools. So you are going find out why I consider them magic motivation tools and I'm going to show you how to do them, so you'll have downloadable step-by-step guides and tips to make these tools more effective. This is episode number 23. Looking forward to getting started about this. I'm excited about this information. So let's get to it.

Intro: Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: Hi there. My name is Suzie Price. I am a Professional Facilitator, Consultant, Coach and Author. My company is Priceless Professional Development and we're in our 13th year and our focus is to help leaders build energy, commitment and communication in organizations. And as I mentioned in the opening, the title or the official title for today's podcast is Magic Motivation Tools: Feed Forward and Triad Coaching Calls Explained. This is episode number 23. I'm so excited. I've made it to 23, and actually 24 episodes because I've recorded those. So the flow with the podcast continues at the Wake Up Eager Workforce Podcast. I'm enjoying it. I appreciate the feedback that I've gotten about it. And if you have ideas for feedback or shows that you'd like to see, or people you'd like me to interview, please send me a note at suzie@pricelessprofessional.com. You can also type in pricelessprofessional.com/suzie, S-U-Z-I-E, and you can send me a note that way. So love to hear your feedback and input.

Suzie: Today's show notes can be found at pricelessprofessional.com/magic, M-A-G-I-C. And I'm calling these tools magic, and hopefully I will explain enough of it for you, to you, to feel like they are magic as well and to want to try them and use them in your own development and development for leaders in your organization or people that you're working with or mentoring or coaching. If you want to see a directory of all episodes that have been created for this podcast, it's at wakeupeagerworkforce.com. That's all one word, wakeupeagerworkforce.com. I sure am enjoying this journey. I started the podcast about a year ago. My recording has been not as consistent, but it continues and that's just due to workload and time. I have my podcast studio, which is basically a closet in an extra room in our mountain house up at Big Canoe in Georgia. And so when I come up to Big Canoe, this is when I record. And so between a busy schedule and not having been up here and all of that, it is just now coming together to get more episodes for you. But if you want to see what's been created and shared so far, is at wakeupeagerworkforce.com. There's also a complimentary App. If you use an Apple device, you can get the complimentary App, it's free, complimentary, duh right? And you can download



that from iTunes or if you just go to iTunes and you type in Wake Up Eager Workforce, you'll find it. And there's also a link to the App if you are on the wakeupeagerworkforce.com directory page. So I'm excited about today's podcasts. These are two power tools that are both very simple. Sometimes people have some hesitancy in using them, hence the reason for the podcast because they don't fully understand them. So I'm jazzed to be able to bring this information to you.

Suzie: The results of using these tools, what I have seen, is self-awareness, improve communication, building trust within an organization, creating a culture of feedback in an organization, helping a leader understand what they need to know and what they need to know to grow. It's just, there's so many positives to it. And at the end of this podcast, you're going to be able to use these tools. You're gonna have everything you need to get that same kind of growth for yourself or for the people who are managing or coaching.

Suzie: So let's get started. We're going to go into the first tool, feed forward. So what the heck is feed forward? Well, it's a future focused way to get feedback for improvement. So we're focused on the future. It's about feedback and it is about our own growth and development. It's a simple 3-step process that focuses, again, as I'm going to say this again, on the future, where you ask others for improve, ideas for improvement. You can just decide, "Hey, I'm going to ask for feedback about this behavior that I want to change." Or it could be part of a coaching process, which is how I use it. And I'll line that out to you, you know, what my coaching is, in case you're curious how I use it and how it fits in. And I also have used it in workshops, where we ask a group of people to demonstrate how easy it is use feed forward to give each other feedback in a very short period of time. And it's interesting the "Aha's" that people get and how invigorated people get in a workshop when they are doing the feed forward feedback process.

Suzie: So I mentioned that there are 3 steps in the process. The first step, if you were going to headline it would be called, "Pick one." So what that means is you're going to pick one behavior you most want to change and that you want to get feedback from others about to improve. The second step is to ask and listen. That would be the headline for the second step, "Ask and listen." So you ask a question. Once you've gotten clear on your behavior, the question could sound or look like something like this, "Hey, I'm focused on doing a better job of..." And it might be communicating, accountability, leadership, listening, team building, whatever it is that you, it might be more specific than those big behavior changes, but whatever they are, you would list that one behavior, "I'm focused on doing a better job of blank. Do you have any ideas or suggestions for me?" It's that simple. It's a very simple question. It's a general question. So it leaves it open. And then your job, the first part was to ask for step number two, and the second part is to LISTEN, and I say that in capital letters, LISTEN, listen to every suggestion. Don't correct the suggestions. Don't be defensive about the suggestions. You're there like a reporter or a journalist asking for input. And there's, your job is to not provide any pushback, to clarify why you haven't done that, to tell how you already have tried that, your goal is to listen and get as many ideas as you can. And what you do when you finish the conversation is, "Thank you. I appreciate this." And that's it, you say thank you. Ask, listen and say thank you. And that is step 2.

Suzie: Step three is follow up. And the follow up could vary based on how you're using the process of feed forward. But you always want to go back and look at your notes and think about and reflect upon what you heard and determine the top themes throw out the things that you

don't think are applicable. Use the things that are and then figure out what are the themes and what are the things I can do around those themes in my own development. How can I use them to be more effective in this area? And then what I often do, if it's part of a coaching process, is we will create a dashboard, which is the top 3-5 priorities for success. And I fully explain the dashboard and podcast number 20, 20 and you can find it at pricelessprofessional.com/expectations, that's with an "s" and it's all lower case, pricelessprofessional.com/expectations. And so that explains a dashboard. And you could take the themes, create a dashboard, or you could also follow up by reporting back to the people who gave you feedback around what you heard, what you're working on and what your next steps are.

Suzie: So, you know. You heard me use the, in the title of this podcast, the word magic. And even the key word for the show notes in this, for this podcast is magic. And so it seems appropriate to me when we're talking about these 2 tools to use the word magic because good and new things happen, and it happens so suddenly and so simply with this process, that it kind of feels like magic. And let me just tell you, the first time I ever experience the magic of asking for input, which is basically what feed forward is, is asking for input and listening. Right? I'm asking for your feedback and I'm attending to your answers. Right? So way back, and I don't know if it was 20 years ago, when exactly it was, but I remember where I was, I was sitting in my office, I was working in a leadership role for an International company. And the people that the leadership team were reporting to were not very good leaders themselves. So there was a lot of low trust in the group. There were, many of us were frustrated. There were 1:1 conversations between us about, you know, resume is out, productivity was down, turnover was high. It was not a good situation. And which, at the time was, made my life miserable. But in hindsight, it's really great because bad leaders can teach you so much about what not to do. They almost teach you more because you decide, "OK, that is some negative contrast. That's what I don't ever want to do. And you can see clearly what does not work. So that's the situation we were in and so many of us were also wanting to jump ship. Other people had already jumped ship. And so eventually the company got ahold of the situation and had the people who were leading us, they asked those that, it was a team of a couple of people that were asked to leave. And so while we were relieved, we still weren't happy and we were all still, you know, checking out the door to see what other opportunities there were. And this new leader comes in, we will use, his name is John and it was probably his first or second week in the office. And he came into my office and shut the door and he asked me what I thought was important for him to focus on in making things better. And I don't remember his question, but he had something like a feed forward question where he said, "I'm focusing on being a good leader for this team. What should I focus on? I'd like to get your input." So he and I had a great conversation. He took notes. He did exactly what we talk about in the feed forward process, which is asked a question and listened to my answers. We had a pretty in-depth conversation. I'm pretty direct. I don't hold a lot back. So he heard a lot from me. I remember specifically him sitting in that chair, taking notes, summarizing what I was saying, repeating it back, "So you mean that when this happens, you do this and this has worked or," and it was a really meaningful conversation that all these years later now, I remember the conversation. And when he didn't understand something that I was expressing, he asked questions for clarification. But it was all about me sharing input and him listening. Turns out he did that with all the other leaders on the team. And he did the steps, you know, which of course, at the time, all I was was somebody who was frustrated, now I'm experiencing this John person who supposedly is our new leader coming in and asking questions. And it really settled me down and it left a whole different vibe in the office very

quickly. So he did what, step one, he picked one, you know, one focus, "I'm focused on being a great leader for this team. What feedback can you give me?" So it was one thing and it was broad, and he asked a general question. Step two, he asked the question and then he listened. And then for him, what he did for step three, for follow up in this situation, is he held a group meeting not long after he had had all the discussions with all of us. And he spoke in general terms about what the top themes were, what he'd heard. And then you talked about what he was going to do about what he heard and what the next steps were and gave a little bit more about his background. So he sought us out to figure out what we were thinking. And then he used that information to guide his plan. And it was powerful. It changed the tide of resentment and frustration in our office. It brought us together way fast, I mean, very quickly, considering how much angst and stress there was in the office. And instead of working against him because he had asked for input and now he was using it, you know, we were before, ready to kind of work against him, just not because of him, but we were just frustrated, right? It's just human nature. We turned the tide and we slowly moved our upset towards focusing on how can we help him. And so that was magic. And he was doing the process that I didn't even know was officially a process. That was 20 years ago. And I clearly remember it.

Suzie: And so then when I read, I first discovered it was actually a true coaching tool that Marshall Goldsmith talks about. He's a fabulous Author and Coach and leader, and he's got a great book called *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. And I'll have a link in the show notes to Amazon, so you can read about the book. It's been listed as a top 10 bestseller by Inc Magazine for 7 consecutive years. And Dr. Goldsmith, Marshall Goldsmith, he's somebody anytime I see his writing, I read it because he's a very good writer, but he's been recognized as the number one leadership thinker in the world. And he coaches some of the top executives in the top companies in the world. And so that book, in that book, he talks about feed forward. So I think he might have been probably one of the originators of this coaching tool. And so that's when I realized, "Hey, that's what that guy did way back when, John." So just if you're interested in the book, I also wrote an article about the 20 habits he covers in the book. The article title is Leadership Traits That Hold You Back. I've got all that in the show notes and links to that in the show notes at pricelessprofessional.com/magic. And also, just to mention, his book is also available on Audible and Audible does something very nice for podcasters it provides something for you, the listener of this podcast, with a free download. So you could actually get his book, *What Got You Here Won't Get You There*, for free if you sign up using my affiliate link. You'll get a 30 day trial and I get a credit. So it helps me a little bit in the time it takes to put the podcast together, so if you want to support the podcast, it's pricelessprofessional.com/audible, click on that link. I get some credit. You'll get a free book and you can find out how awesome Audible.com is.

Suzie: So let's review what is feed forward? It is a 3 step future focused process to get feedback. It's basically asking people for input and listening. And I want to share with you some feedback from an episode that will be up very soon, it is episode number 24 where I did an interview with, in the Wake Up Eager Workforce Podcast with the Senior Vice President of hotel operations for TPI Hospitality, Dennis Wallenta. He shares his view. He has used the feed forward process and he shares why he thinks it works. And it's a little insight into why I call it magic. So he talks about why he thinks feed forward works and what has to be in place for it to work. Let's listen to Dennis now.



Dennis Wallenta: The feed forward process will work. And there's so many unintended byproducts, excellent byproducts that come from the feed forward process that I don't think we'd have enough time to talk about them all. But I know to a person, and I've personally done it, I've personally engaged in the feed forward process, as you suggested kind of informally, but it works and it's awesome. But to a person that I've had worked with who've done this feed forward process, to a person, they have said it's the best thing they have ever done. And it just, and I think it's the whole process that creates it. It's the, so I'll put it in personal terms. So I decide I need, I think I have a blind spot and I need to identify that blind spot. So I talk to some people and I get an idea of what this blind spot might be. Then I purposely find people that I believe will speak into my, truth to me and people I work with, you know, they might be people that report to me. They might be my boss. They might be, you know, people that don't necessarily report to me, but my peers, you know. But even maybe vendors, people that I work with on a regular basis, that I interact with, the people that would know me well enough that I've built trust with, that they know they can share with me and not get hurt by it. As I develop this question, just the fact that I'm developing this question is a revelation to me to say, "Hey, yeah, there's something here, I need to find it." So all, just that process alone and then actually communicating with these people, it's just, yeah. What you learn and how you learn it and what you hear and how you hear it is just so absolutely revolutionary. I mean, it will really, the information you get will absolutely change how you go about your day, your life, your leadership, how you approach your job, if you have approached this process with the right mindset.

Suzie: So that was some great feedback from Dennis, I thought, I hope you agree. I love that he said the information you get will absolutely change how you go about your day, your life and your leadership, if you approach this with the right mindset. So that's pretty powerful statement when he's saying, it will absolutely change and it does it. That's why we call it, magic. And I think it's interesting that someone that I have worked with through this process at another company talked about feed forward and someone who is not naturally oriented towards going around asking people for their feedback. And like I said at another company, he said, "Wow, I didn't really want to do that, but it was liberating." So it's a powerful, powerful process. You know, we do resist feedback often. Many of us do. We don't love it because we're not comfortable often with getting it, because a lot of people aren't comfortable in giving feedback. And when they do give it, if they haven't learned a way to give feedback that is, you know, powerful, pointed, focused and it's, you know, using the 3:1 ratio that Gallup recommends 3 positives for every 1 course correction. Sometimes people get so aggravated with the person they're correcting, they get in a very negative tone and they only focus on what we're doing wrong. And, you know, "You always do this, this is just the way you are," they kind of hammer it, thinking that if I hammer and hit you really hard, then this will change your behavior. But it often doesn't work. So because we've often experienced feedback in that way where it's felt negative, we resist feedback. So that's why I'm such a fan of feed forward and why I think it's so magical. It's, you know, it's positive. So you're getting ideas for the future. It's safe and non-threatening. Oftentimes you're not digging into all the past so much because you've now said, "I'm working on this thing that I've learned about from my past that I want to improve upon." And so then you're moving forward. It's simple. There's only 3 steps. It's not complicated. It doesn't take a research team of scientists to pull it together. Right? It's focus. You're focusing on one behavior. And I really do want you to focus on one behavior, change, or one aspect; otherwise, it dilutes people's ability to give you very good ideas. It's fast. You can do it to the point. And the reason is, you're not you as the listener, or your job is to listen, you're not debating, you're not wasting time. Say, "Well, you know, I've tried that," and it can be as quick as a short 10 minute call

conversation. Sometimes they last longer and that's OK, too. But it can be really fast. It can be powerful because people give you their best ideas, you know? "So my top 3 ideas are," so if I'm doing it a short conversation, then you're getting their best ideas, not, you know, not if we went on for an hour and a half, then you're getting my 20th idea, which is nowhere near as good as my top 3 that I probably started with. I've seen feed forward be career building because you get, and Dennis alluded to this or talked about, you know, how it changes lives because you're getting specific ideas to help you meet your goals. So and you're learning more from those ideas. So you're hearing more since it's kind of one of the rules of the process is you have to listen. And all you can do is say thank you. It allows the insights and the ideas to get in, you know, get to us. Sometimes we're so busy responding to something, we may be, some times, miss the feedback. And the other thing is, is if you're asking a lot of people and you start hearing the same thing from the same people, that's a theme. And then you say, "Oh, now I get it." So it's intense in that way, in a good way, positively, and intense in that it can really help you build your career, because it really can help you focus on what the next best steps are. I've see this a hidden gem around the magic of feed forward as it helps you grow trust. So you're getting people, if you think about how John approached me, I don't know him, he was new in the office, I was already one foot out the door, me and most of the other leaders there, too. He was able to grow trust with us. So he's able to get people to work with him on the development changes he wanted to make. And you can do the same thing. You know, people are now like in the boat with you, "Oh, Suzie's working on accountability. I want to help her with that." So they're more on your team as opposed, "Man Suzie stinks at that. She's not good at it." So it switches the focus, which can grow trust, grow relationships, and it changes how people see you and can promote more honest conversations so that people begin rooting for you more as opposed to, oftentimes when people look at us and they're busy, as we're busy, they're not thinking about us as much as we think they are. And because they're not thinking about us that much, they sometimes have a set notion in their mind, "Oh, you know, she's always negative or he always talks too much or she never listens." They have these stories in their mind that they just stick with. And even if you're making great strides to change that behavior, sometimes they don't notice it until you put them on notice about the fact that you're working on this behavior. So they might not even know you're making these big efforts to do things differently. And so you're sharing with them what you're working on, puts them on notice so they can actually say, "Hey, you know what she is doing that I see it now."

Suzie: And the other thing is, it's just it's kind of like when you say you're going to do a special, you know, I'm going to run a marathon and you tell everybody you're going to run the marathon, well, you're kind of more likely to run the marathon because you just told 50 people that you're going to do that marathon in 2 months. It's the same thing. It increases your accountability in that way because now you're talking about this behavior that you want to improve. So it increases your accountability in an effective, non-threatening way, because as you're talking about, "I'm working on this," you're now kind of committing to it. So it changes how people see you and it helps you be more accountable with yourself.

Suzie: It's a freeing tool free. You feel free. It's free because it promotes the idea that change can happen, that you can do something new, you're starting out, "I'm focused on this. I'm working on this. What do you think?" And it's based on the assumption that the receiver of the suggestions can make changes. "So I can do this. So what are your ideas?" So it helps us, you know, are where we land is what we thought about before we got there, you know? So how I do this podcast, I need to have thought about it in advance. And just like how I'm going to change



your behavior, I need to have thought about it in advance so it helps people think about it in advance with you. Helps people envision a positive future for you and with you. It's solution focused, not problem focused, it's non-threatening. And the funny thing is about feed forward, you can do it, I can do it in a group of people say we have 100 people in a room and we're doing a talk or a mini-workshop or something, and I walk them through feed forward and I say, "The goal is to get, see who can get the most feedback, you know, talk to the most people," and the thing is, is in that room, all those hundred people, they don't all know each other that well or maybe at all, but everybody can give you feedback if you pick one behavior and you say, "What are your ideas?" And it's amazing how much interesting feedback you can get from people you don't work with every day. One, they don't have a bias. Two, they have a different viewpoint so everybody can give you feedback.

Suzie: So I kind of did a sales job on you there around feed forward and the magic of it, how do I use it in my coaching process? I promised at the beginning of this that I would share with you the coaching process. So there's several steps in the process. And this is a more involved coaching process; I have a 3 step process that I do. But this is one where maybe we're coaching over a couple months, or you know, it's usually tailored to whatever the situation is and what's best for that person and that company. But the first step is the person being coached takes an assessment. And I use the TriMetrix assessment, which I talk about in podcast number 18, pricelessprofessional.com/trimetrix, and that's all lowercase T-R-I-M-E-T-R-I-X. So it is an in-depth report that talks about communication style, talks about motivators and talks about how someone thinks, TriMetrix, tri-modal assessment. So people complete that assessment and then I send them to a page on my website, that's password protected, where they can watch a debrief video so they can kind of get the basics of how to read their report, I have a bunch of tools on that page, too. And then we have our first coaching call or where I learn more about them and we debrief and answer any and all questions about the assessment. And that's usually a 1:1 call. The second call is a triad call. And I'm going to talk about what that is after we talk about feed forward, because that's the second magic motivation tool. But it's a three-way call, hence the word triad, with me, their manager and the person who took the assessment or the person being coached. And we talk about top strengths and top behavior changes. And so on the third call that I have with them, we talk about, "Okay, what did we talk about from the triad call that are focus areas that you plan to work on?" And then we get, they get ready for the feed forward process. So I have a one page, downloadable page, which it actually describes feed forward steps. And I've got that here in the show notes that you can access, but we get them ready, you know, get their questions, get their behavior and walk through any questions they have around the process and pick out who are they going to talk to. And, you know, with the people on Dennis's group that have gone through the feed forward, it's been, they do feed forward with people who work with them, usually that's where they start, they may do feed forward including peers. So people they work with that aren't, don't report to them. And they also do it with a lot of the senior leadership within that company. And so they're getting feedback across, people who work for and then people who they work for. And then from there, we take their themes, gather around feed forward, and we create dashboards. "So here's what we're going to work on, here's what the dashboard is, the top 3-5 priorities for success." And then we coach to the dashboard. We keep checking back every time we talked about, "How are we doing based on the things you talked about were important? What actions every take and what actions do you need to take? So it is very focused and what drives it is, the assessment gets them clear on strengths and development opportunities, the triad call helps them see what their manager is thinking and feeling about their strengths. The feed forward helps them kind of take



that and figure out, "OK, what do I need to do differently? What ideas and actions am I going to take to create the dashboard?" So it's very focused and it flows really nicely and it works. People like it. They feel comfortable with it. And it has enough structure and enough flexibility that it works.

Suzie: So I mentioned the overview on feed forward, the one page download that I share with coaching clients, go to pricelessprofessional.com/magic. Or if you're on your phone, you just tap, you know, where this program is showing, where you see the album cover and then that will move and you'll be able to see the show notes there that I put in my media host. So you can actually get it right off your phone, too. So that is feed forward. You know, the whole idea is to come up with one question. Ask people to give you feedback. Listen, you don't judge, you don't critique, you don't push back, you don't explain, you just listen. Thank people when they finish and then do the follow up, whatever is appropriate for you.

Suzie: So that is feed forward. Let's talk about the second magic motivation tool, and that is the triad call. What is that? We talked about feed forward, that's when you're asking others for feedback, the triad call is a little earlier in the process. If we're talking about my coaching process and it is a three-way call with me, a manager and an employee who's completed a TriMetrix assessment. So I have a copy of a TriMetrix assessment in the show notes if you're curious about what that looks like, so you can see what the coaching report looks like. It's long, it's 70 pages. And the triad call is usually the second coaching call that I have with a person. And it's between the three of us and it takes about 60 minutes. It probably sometimes could take 90 minutes, it just depends on if we have time to do that. If we don't, we keep it to 60 and let the employee and manager follow up with the rest of the agenda. What happens is I give an agenda to the employee and the manager along with the coaching report prior to the call. So the employees being coached can prep for the call and you'll see that in the show notes. So once again, I have some comments from Dennis Wallenta, the Senior Vice President of hotel operations at TPI Hospitality about his approach in an interview he did with me, which is going to be episode number 24 with the Wake Up Eager Workforce podcast. It's about eight minutes, but it's good stuff because he talks about how he prepares. And he, it was one of the reasons I wanted to interview him for the podcast as he prepares really well for triad calls and gets a lot out of them and they're particularly meaningful with him. And so I wanted you to hear how he prepares and how he uses it. So let's listen to Dennis now.

Dennis: So I go into that triad call mining for that.

Suzie: And it is usually something that's particularly relevant right now?

Dennis: Oh yes.

Suzie: So there is something you have been trying to say or even see, "You know, I want to help them see." Right?

Dennis: That's exactly it. I look for that. I look for that, "Hey, this is saying this, and I've been seeing something similar. So let's put this in this triad call. Let's get this out there in the way." I kind of look at that triad call, and you know, I don't know, maybe it's not the right exact way to say it, but I look at it as a, it's a free card. I've got Suzie on the phone, helping my leader and I go through this assessment and it's my opportunity to put the white elephant out there in a way

that's safe and that we're able to honestly assess. So I can bring out information, if I'm ready and I've done my work, I can bring out some great growth opportunities in a really positive, non-threatening environment that now I get to go back to for weeks and months afterwards, because it's out there, it's identified and we've discussed. So maybe something I've thought was, "Boy, this person's stubborn," and certainly none of the people I work with are stubborn, but that's just a terrible example. But let's just say I'm working with someone that is stubborn and so in this process, we find out through reviewing the TriMetrix and on this call that they can come across as close-minded. And I can say, "You know, I agree with that, close-minded would be some things I see when we're talking about this, I can see you be very close minded. In fact, it kind of looks like stubborn to me." Now it's out there. Now, that person maybe has never heard me say, "I think you can be stubborn." Maybe they have heard me say, "I think you can be stubborn," but they just think, "Well, you're wrong." So now, Suzie, you get to take that assessment that has so much information, a lot of which I just can't quite process all, and you can say, "Well, you know, as according to these indicators, it does look like you could dig in on certain areas like this." And that leader that we're talking with goes, "Yeah, I do that."

Suzie: Yeah. And it is a little bit of an owner thing because it's...

Dennis: Yeah.

Suzie: It is black and white.

Dennis: And for the first time they can see because this assessment also tells them all these wonderful things about them and they believe all those. But then when the assessment tells them some opportunities, they're kind of skeptical about it. But you know, if I'm going to buy the wonderful things, I've got to buy the opportunities. And so slowly but surely, they become a believer in the assessment. Therefore, they can identify with this opportunity. Therefore, now for the next several months, I can call them out on it and say, "Hey, do you think you're maybe being a little stubborn about this?" And they can go, "Oh, yeah, I guess I am." You know, and so because it's out there, we talked about it, we were able to understand. It also helps me if I'm prepared well enough, it also helps me understand what may be causing that stubbornness, that stubbornness may be coming from being threatened. So my approach might need to change, but if I'm not tuned into this process, I'm not going to learn, "Wait, I can't approach this person this way or I'm going to push them into that stubbornness, so I'm going to ask a question instead of make a statement," you know, and so...

Suzie: Adapting your style to their style, that's you know, again, you're reflecting, "OK, what's my piece of this and how can I own it?"

Dennis: Yeah. "How can I make it better, that piece?"

Suzie: Yeah, yeah, yeah, yeah, yeah.

Dennis: So I think that's the, you know, I'm going into the triad call with the ability to, most of the calls that we have, we've done many of them together, Suzie, is very uplifting. I mean that the General Manager that I'm working with or the person I'm working with is absolutely you know, they're identifying strengths and I'm speaking into them. "And it's absolutely, that's absolutely a strength of yours. In fact, I'd add this and this to that list also."



Suzie: It helps you say those things more too, might be things you see, but they're listed on the assessment, and you go, "Let me point out this."

Dennis: Yeah. So it is, exactly.

Suzie: And it really is just as important to point out the strengths because often times people take those for granted. We really do. Yeah, it was interesting, I was with a company in Chicago in December and showed them the triad process and they were like, "Ewww, gosh, why would we do that?" They didn't, and you know I was trying to help. That's part of why I like having this conversation with you because it does sound like, "Okay, I'm going to come into this call with my assessment and my managers going to be on there and now we're gonna go through it and, you know, people come prepared but it does, if you haven't experienced it, people aren't sure how positive it is. And my experience is, it's pretty positive.

Dennis: Yeah. It is a very, it's the there is, I can't think of any negatives that have ever happened or any, I shouldn't say negatives, I haven't seen any anything that's been uncomfortable or difficult in a triad call. Even when we are trying to, you know, maybe I'm trying to put light on something that they haven't seen before or we haven't, you know, really addressed, there's still not a negative overtone. It's always been a very positive experience for everybody involved. And because of the way the calls are designed, the way you lead them, there's always fluid content that backs up, maybe some of these areas that are needing to be, need some light on them. You know, the blind spot needs to be revealed and so on.

Suzie: It is about blind spots, if I actually go back to what the word, earlier, it's liberating to kind of go, "Oh yeah, I do kind of do that."

Dennis: Yeah.

Suzie: Because if I know it, I can manage it, right? You know, everybody else sees it but me.

Dennis: And we all kind of we all kind of know our styles. We all kind of know our weaknesses, our areas of opportunity. We all kinda know our strengths, but it sure is nice to have someone who's an expert in this assessment, on a call with you, helping you and this person understands their assessment, how it affects them, what possible benefits and drawbacks this strength can be. And it just, there's so many positives with it. It's just, it's a great, great process. If you put the time in, you'll be rewarded 10 fold. Whatever investment you put into the prep, you're gonna get 10 fold out of it.

Suzie: So based on Dennis's feedback can you see how useful the triad call can be. Don't you like how he talked about how he looks at a trial call; it's kind of like a free card with a white elephant out there. It makes sense. It's lowering resistance. People are ready for the conversation and it's just always positive. And you know, some of the things that he does to prepare for calls is, you know, for the triad call, one he understands the process because he's been through it a few times and he mentioned it, you know, he and I spent some time getting him up to speed and feeling comfortable about the process first. But now that he's done it a few times, he's comfortable about the process. He reads the employees assessment, he has a short call between, he and I have a short call before the triad call to say, "What are you focused on?"



What do you want to make sure we cover?" And then he is very good at making sure that the employee feels involved in the process and understands why we're doing it. That it is an investment in them, and he explains it from the beginning before they take the assessment. He explains it prior to the triad call. I put that information; it's all about you and an investment in you and your growth as a leader. So we do everything we can to create a positive and non-threatening environment. So, you know, his explanations and the extra time he takes to do that, shows up when we actually have the call, because people come to the call prepared and eager to participate.

Suzie: And you know, my key goal and his too, we both talked about it is, it's, you know, to reduce resistance and strip away the fear so the person's not calculating and filtering what they say so that we can have this really clear and honest conversation. And the process facilitates that. And the assessment helps with that because it gives languaging around things that the employee may have wanted to share or things that the leader has wanted to point out. And so you do actually have with the triad call honest and helpful conversations. And as Dennis said, we've never had a bad triad call. It is a window of sharing and honesty. And you can get measurable change and improvement from doing a triad call. The process begins with the assessment and then it's basically the sharing of the results. It's the science of self, it's building self-awareness, it's opening conversations. And you'll see in the show notes, pricelessprofessional.com/magic, the complete agenda of, I've got it copied there for you, you'll be able to read it and see it and you can pair it to actually the TriMetrix assessment. You could see what people share, if that interests you, or if you actually use TriMetrix or you're a coach and you want to, you know, use pieces of this, please feel free to do that. So you'll see that in the show notes.

Suzie: So I have used the triad call between an manager and employee, kind of like what Dennis and I talked about. I've also used it, I tweak it a little bit for the mentor and mentee. When you got a mentor mentee program and it is, it could be like their third meeting, maybe they meet once to get to know each other. Then I have a meeting with the mentee about their assessment and then maybe it's the third call where we do the triad.

Suzie: I've also used the triad call between people who are in conflict. So if an employee is, two employees are in conflict, we can use the triad call for that as well. So that is the triad call and we're closing out this podcast. So I've hopefully given you enough information that you can understand these two magic tools, feed forward and triad coaching calls. I'll mention episode number 23 in the show notes at pricelessprofessional.com/magic one more time. And we've got, if you download the book or other books about leadership with the book from Goldsmith called *What Got You Here, Won't Get You There*, go to pricelessprofessional.com/audible, all lowercase and you'll get my affiliate link. Once again I'll mentioned the directory for all the podcasts wakeupeagerworkforce.com. And you can go to iTunes to download the free App. Just type in Wake Up Eager Workforce. What happens is, the App will be on your phone and you'll get episodes automatically. So any time I update, they just show up. You don't have to go download anything, and they are there. You just click on, you'll see a little App on your phone that looks like our album art. And while you're there at our iTunes, leave us a review. I'd love to get some feedback. It helps me, helps other people find the podcast, if you like what you're hearing and give me some feedback in that way, that would be awesome.



Suzie: So the next podcast is episode number 24 and it's where, it's a full interview with Dennis Wallenta. So the title is Leader Advice with Dennis Wallenta: Intro Around Fee Forward and Triad Calls. So we do talk about feed forward and triad calls, you get more insight from him around those. But we also talk about his leadership journey. We talk about people who have influenced him. We've talked about his employee development. It's interesting; he's a great guy. He's fun to talk to. And he's a serious leader in that he takes his own development seriously. So I think out of all of that, you'll get some good information on that podcast. You'll be able to find it if you go to pricelessprofessional.com/dennis, D-E-N-N-I-S, and that's all lowercase. So that's it. That's the end for this podcast right now. All the best to you and we'll see ya on the next go round. Take care.

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