

PLAYBOOK

Breaking

B.A.D.

In Business

Professional Development

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HOW THEY SEE YOU

The 5 People You Work with...

Did you know?

- Since 2016, more Than Half of Management Occupations Are Held by Women.
- In 2017, women held 51.6% of all management, professional, and related occupations and 44.0% of the subcategory management, business, and financial operations occupations. (Bureau of Labor Statistics, 2017)
- Women acquired 21.2% of New Corporate Board positions in 2017.

Don't kid yourself, people are judging you. The truth of the matter is their experience of you is their reality and expectation of you. No matter what your job function, title, educational background, or experience; you will be judged and placed into one of these four categories at some point in your career. Who do you work with?

⇒ COMMAND

⇒ COMRADE

⇒ COMPETITOR

⇒ COO-COO

And last but not least there's YOU. Honestly, you will fill one of these roles to someone at any given point. So let's take a deeper look.



PERSONALITY

TRACKER

In the table below, write the initials of a person that you believe fits each personality type best. Then, decide your goal for your interaction/relationship with this person.

COMMAND:	
COMRADE:	
COMPETITOR:	
COO-COO:	
YOU:	



CONFIDENCE

To develop self confidence, you must do the thing you fear.

—William Jennings Bryan

Confidence is a state of being certain.

Confidence is a mental muscle. To build it you must apply pressure. Here are a few tips to help you build your confidence.

1. Eliminate Self-Doubt
2. Find Your Why
3. See No Limits
4. Don't Let Others Define You
5. Become Your #1 Fan
6. Remember, Everyone, Pays the Same Price.

Don't let fear of failure keep you from ever trying. Everyone has something they wish they could change. Did you know in 2015 Dove launched the "Choose Beautiful" campaign and surveyed 6,400 ladies ages 18-64? The campaign results were shocking; 96% said they wouldn't use the word "beautiful" to describe themselves. Self-doubt is quite often a silent career killer. It's time to break the silence and start living your life to the fullest.

- Monica Lewis, Founder



CONFIDENCE

TRACKER

Think of yourself as a product or a brand. Most successful brands use a S.W.O.T. Analysis to evaluate their products, their competitors, and the market. Evaluate your Strengths, Weaknesses, Opportunities, and Threats; be honest and objective. List all the attributes that apply. After you're done, examine them. Then, **lead** with your Strengths. Work to **build** your Weaknesses. **Explore** the areas of Opportunity. And last but not least, **develop** a plan of action to eliminate Threats.

STRENGTHS:

WEAKNESSES:

OPPORTUNITIES:

THREATS:



TACTFUL

Test for Diplomacy. Before you say it, ask yourself, “Is this necessary, kind & true?”

A– Ask Questions. The more questions you ask, the better your understanding will be of the situation and/or the person.

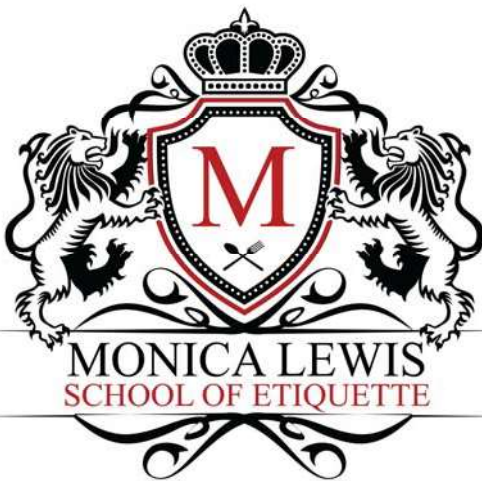
Communicate Consciously, simply and sincerely.

Timing is everything. You can deliver the right message, but if you don’t choose the right timing you could spark greater conflict.

Find the Facts. Be open and flexible investigating all aspects of the situation. Avoid forming an opinion until all the facts are known.

Understand your audience. Variances in culture, region, organizational structures, and personal communication styles must be considered.

Learn Always. Remember the communication style that works best for each audience and always communicate in that manner.



TACTFUL

TRACKER

Before you begin a crucial conversation use this TACTFUL Tracker to help you navigate your communication. Write your thoughts or notes for each section.

T _____

A _____

C _____

T _____

F _____

U _____

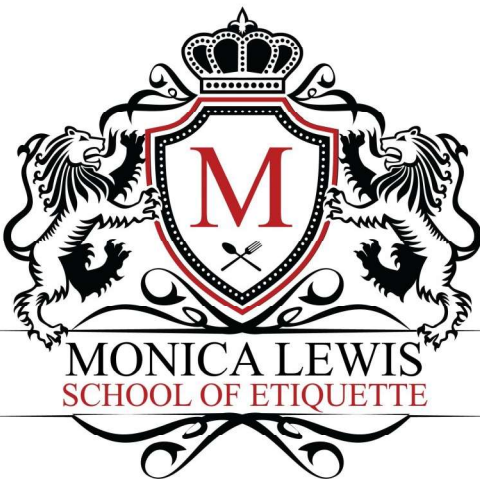
L _____



CONFLICT

10 D's of Conflict Resolution

1. Dig for the Facts.
2. Document your Discovery.
3. Don't Avoid the Opposition.
4. Do it Consistently.
5. Don't automatically alienate the other viewpoint or person.
6. Decide based only on the facts.
7. Deliberate and Discuss with Empathy
8. Determine the "Best Case" scenario for ALL parties involved.
9. Don't delay the resolution.
10. Display the results



CONVERSATION



Before going into the conversation, ask yourself some questions:

1. What is your purpose for having the conversation? What do you hope to accomplish? What would be an ideal outcome? Watch for hidden purposes or agenda (yours and the other person's). You may think you have honorable goals, like educating an employee or increasing connection with your teen, only to notice that your language is excessively critical or condescending. You think you want to support, but you end up punishing. Some purposes are more useful than others. Work on yourself so that you enter the conversation with a supportive purpose. Choose to be PURPOSEFUL, not PETTY.
2. What assumptions are you making about this person's intentions? You may feel intimidated, belittled, ignored, disrespected, or marginalized, but be cautious about assuming that this was the speaker's intention. Impact does not necessarily equal intent.
3. What "buttons" of yours are being pushed? Are you more emotional than the situation warrants? Take a look at your "backstory," as they say in the movies. What personal history is being triggered? You may still have the conversation, but you'll go into it knowing that some of the heightened emotional state has to do with you.
4. How is your attitude toward the conversation influencing your perception of it? If you think this is going to be horribly difficult, it probably will be. If you truly believe that whatever happens, some good will come of it, that will likely be the case. Try to adjust your attitude for maximum effectiveness.
5. Who is the opponent? What might he be thinking about this situation? Is he aware of the problem? If so, how do you think he perceives it? What are his needs and fears? What solution do you think he would suggest? Begin to reframe the opponent as partner.
6. What are your needs and fears? Are there any common concerns? Could there be?
7. How have you contributed to the problem? How has the other person?

Sources: Ringer, J. (2005). We Have to Talk: A Step-By-Step Checklist for Difficult Conversations. Retrieved January 2016, from <https://www.judyringer.com/resources/articles/we-have-to-talk-a-step-by-step-checklist-for-difficult-conversations.php>

CONVERSATION TRACKER

Behavior	Suggested Strategies
Passive Nonchalant Unempathetically agrees with everything you say, do, or suggest	<ul style="list-style-type: none"> • Allow some time to develop a relaxed atmosphere. • Ensure that they do some of their own thinking. Question them on their thoughts, rationale or feelings. • Ask them for their own conclusions. • Don't be afraid of silence, give time to think. • State your rationale clearly and check their understanding. • Stick to the facts. • Actively seek and constructively include their comments.
Defensive Obstinate Distrustful Will not agree or accept the evidence	<ul style="list-style-type: none"> • Ask for their reasons • Listen with an open mind • Acknowledge their right to their viewpoint • Be determined about the facts • Restate your decision • Explore possibilities or potential
Blames Attacks (Your character) Makes a counter complaint to the evidence	<ul style="list-style-type: none"> • Listen • Seek to identify the source of the frustration • Don't defend, blame or attack back • Restate the objective of the meeting • Don't be dismissive of the complaint. Document and address them at another time and move the meeting forward.
Person is impatient or tries to side-track the meeting	<ul style="list-style-type: none"> • Don't get side-tracked or caught up • Restate the agenda or purpose of the meeting • List their points and commit to address them later • Limit or omit irrelevant agenda items • Set a firm time limit and stick to it.
Rambling Oversharing Person talks too much	<ul style="list-style-type: none"> • Streamline your choices or agenda limits and focus on them • Allow enough time. Don't be rude. • Restate the purpose of the meeting/agenda • Keep them accountable by referring to what they have said and asking relevant questions.



CONVERSATION

TRACKER

Read the following scenario. Use the 10 D's of Conflict to help you build a strategy to address the issue. This is a true story, names have been changed to protect this innocent.

Your Outcomes	Their Outcomes
What do you hope to achieve from this conversation? What feeling would you like the other person to leave with?	What might the other party expect from this conversation? What feelings do you expect them to have?
CONSERVATION STARTERS	
How will you open the conversation?	List another way to open the conversation, just in case the first choice doesn't fit the mood.
COMMUNICATING EFFECTIVELY	
What messages to you need to get across?	What evidence/examples do you have that will help you support your message?
ANTICIPATED REACTIONS & RESPONSES	
Their REACTIONS—What objections may occur? How might they counter your evidence/examples?	Your RESPONSES—How will overcome their objections? What will be your response to their counter evidence/examples?



CONVERSATION

TRACKER

Continue applying the 10 D's of Conflict to help you build a strategy to address the issue.

ANTICIPATING EMOTIONS	
THEIRS —What emotions do you think they may come up?	YOURS — What responses will you give to help move the meeting in a successful direction? How will you respond to their emotions?
CLOSING THE CONVERSATION	
How will you close the conversation?	
NEXT STEPS/FOLLOW-UP	
What are the next steps? How will you measure the results?	
SELF-CHECK (Post Mortem)	
Did you reach your desired goal? Were there any surprise discoveries or lessons learned?	In Hind-Sight, would do anything differently? If yes, what? Why?



BRANDING

SELL or FAIL

Think of yourself as a high-end, ultra-exclusive luxury product. You (the product) are the ultimate example of quality and class. Use any of the examples you listed as a "Weakness" to develop a 30 second commercial that will persuade your ideal customer that you are a must-have product and worth the price. Be Creative, Be Bold, Be Aware of the Competition. You will be judged...

Breaking

B.A.D.

In Business

Professional Development Boot Camp

Does networking make you nervous?

Want to learn how to turn complaints into Profits?

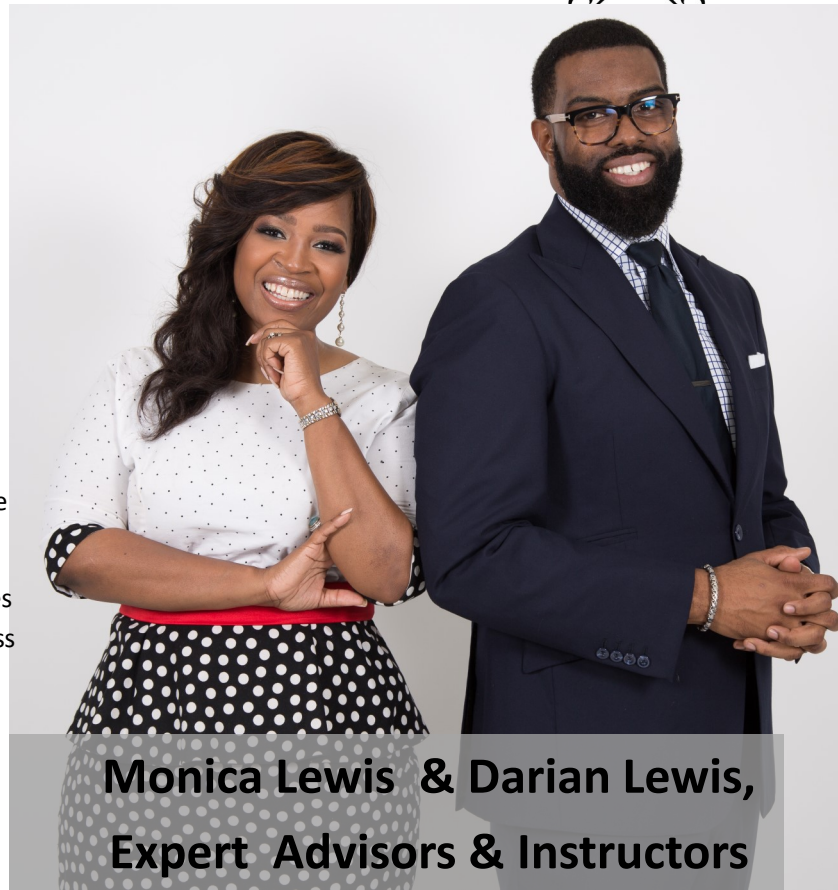
Have you ever received a poor review or rating?

If yes, you must attend Breaking B.A.D. in Business—The Ultimate Boot Camp for Professionals.

Your B.A.D. (Brutal. Abrasive. Disgruntled) behaviors and attitudes can ruin you. We have over 20 years of breaking B.A.D. in business experience. We specialize in Business Etiquette, Professional Development and Customer Service Training.

THE MONICA LEWIS SCHOOL OF ETIQUETTE BREAKING *B.A.D.* Professional Development Boot Camp will teach you:

- **Career Killers**— Top Ten Avoidable Behaviors that will kill your career.
- **Dine Like a Diplomat:** The Art of the Business Meal
- **Best-in-Business:** Corporate Etiquette for Executives, Senior Managers, and Business Owners
- **Suited for Success** – Image and Style Guide for the Savvy Professional
- **Netiquette: Networking** - How to Make an Entrance, Work the Room, and Build Your Network
- **Crucial Conversations** – How to communicate effectively when the stakes are high
- **Social Media Etiquette for Everyone**— How to navigate the social media maze.
- **Counter Conversations-** How to turn Complaints into Profits
- **“I have a Lisp...So What...”**How to Overcome Personal Insecurities and Conquer Your Career Killers



**Monica Lewis & Darian Lewis,
Expert Advisors & Instructors**

AS seen on FOX26HOUSTON, CLICK2HOUSTON, and HOUSTON LIFE

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