

The Power in the Pause: Reimagining the Possible



SISO CEO Summit
Executive Womens Forum
April 12, 2021
Angela Scalpello
www.thescalpellogroup.com



Our time together today –the “what”

- The power in the pause (even if you never had one)
- What are the mindset characteristics of the most successful individuals and how do you adopt them?
- How do you get real **and** rigorous about talent?
- How do you use questions (and which ones do you need to ask your team and yourself)?
- Making and keeping your commitments to yourself.



Our time together today –the “how”

- Examination
- Reflection
- Articulation
- Intention
- Articulation
- Action

“Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.”

Margaret Wheatley





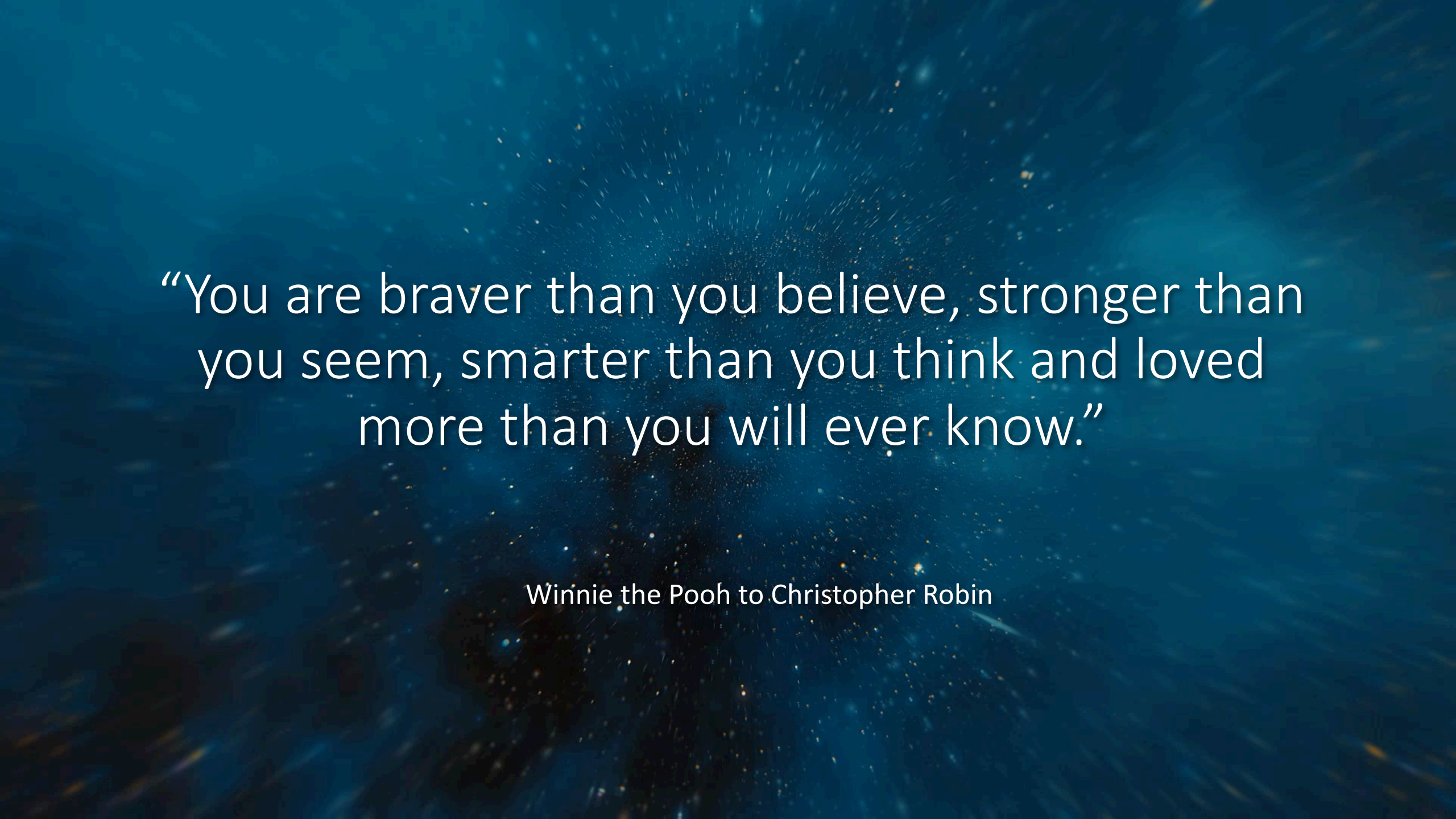
How was it for you?

- Just the facts ma'am
- Was there a pause?
- What did you notice?
- How have you changed or been changed?



Exercise

- Be honest in what you share
- Listen to connect
- Allow yourself to be vulnerable



“You are braver than you believe, stronger than
you seem, smarter than you think and loved
more than you will ever know.”

Winnie the Pooh to Christopher Robin

The Power of Mindset

What do we mean by mindset?

Growth mindset versus a fixed mindset

The impact of mindset on you and the team

Mindset and organizational culture

Intelligence: Agree or disagree?

Your intelligence is something very basic about you that you can't change very much.

You can learn new things, but you can't really change how intelligent you are.

No matter how much intelligence you have, you can always change it quite a bit.

You can always substantially change how intelligent you are.

Personality and character: Mostly agree or mostly disagree?

You are a certain kind of person, and there is not much that can be done to really change that.

No matter what kind of person you are, you can always change substantially.

You can do things differently, but the important parts of who you are can't really be changed.

You can always change basic things about the kind of person you are.

Fixed – carved in
stone and
unchangeable

Growth – efforts,
strategies and help
from others

Alfred Binet's POV

What do Darwin,
Tolstoy, Ben Hogan
and Cindy Sherman
have in common?

The differences: think of you & your team

- Avoid difficulties
- Practice does not make perfect
- Failure = disaster
- Seek approval
- Role models – seated by IQ
- Not “can”
- Relish them
- Growth is possible
- F.A. I. L. = opportunity
- Seek development
- Role models – other approaches
- Rather “how”

The impact on organizational culture

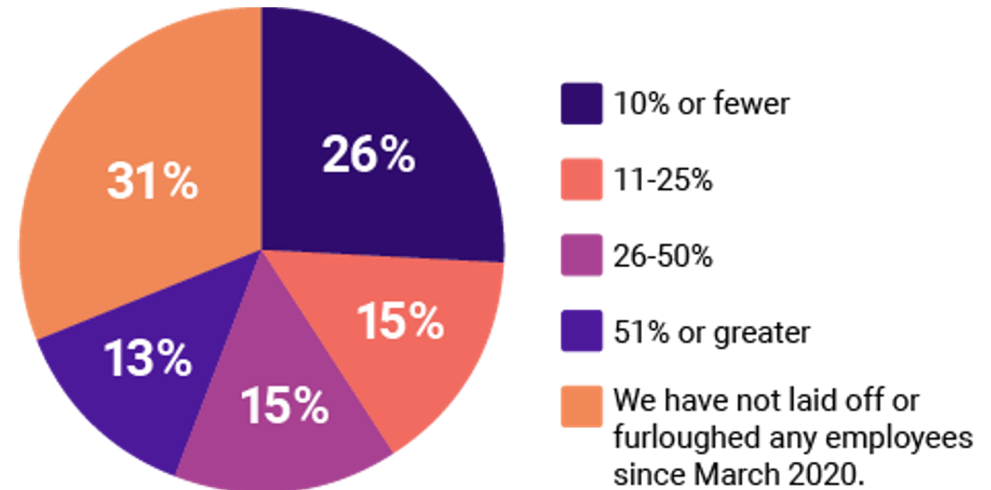
- Trust
- Empowerment
- Commitment
- Ownership
- Accountability
- Reasonable risk-taking
- Innovation

Leaders struggled with their teams pre-covid. Now, it's worse

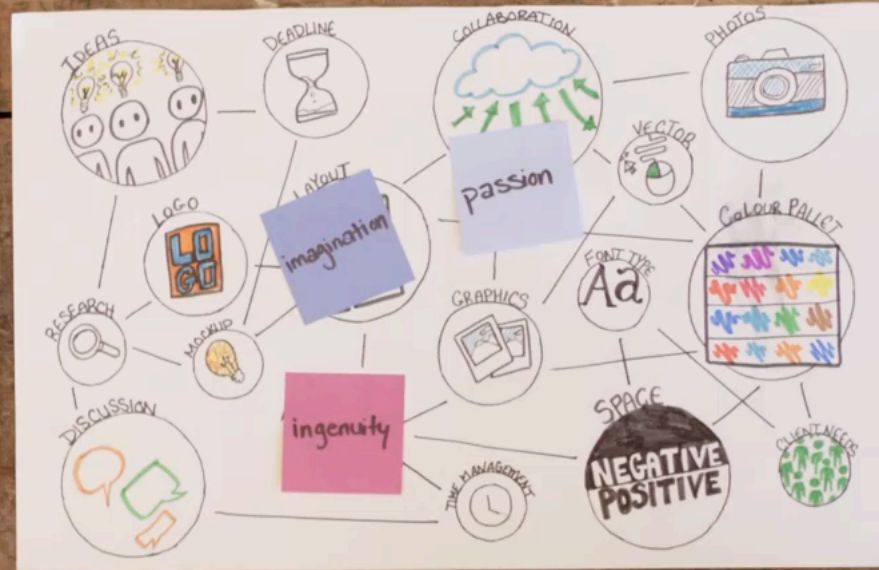
69% of companies restructured their teams during the pandemic.

While COVID-19 has radically altered life at home, it's also forced companies to make tough decisions about their workforce and teams. The study began by asking CEOs to what degree the pandemic has forced their business to restructure. Sixty-nine percent of those surveyed said their company suffered layoffs or furloughs since March 2020. Of the organizations that restructured, 28% let go at least one-fourth of the company.

What percentage of your company's employees have been laid off or furloughed since March 2020?



The Value of Teams



Huh?

20 pieces of uncooked spaghetti

One yard of transparent tape

One yard of string

One marshmallow

Dream teams...

..
..



Build safety



Share vulnerability



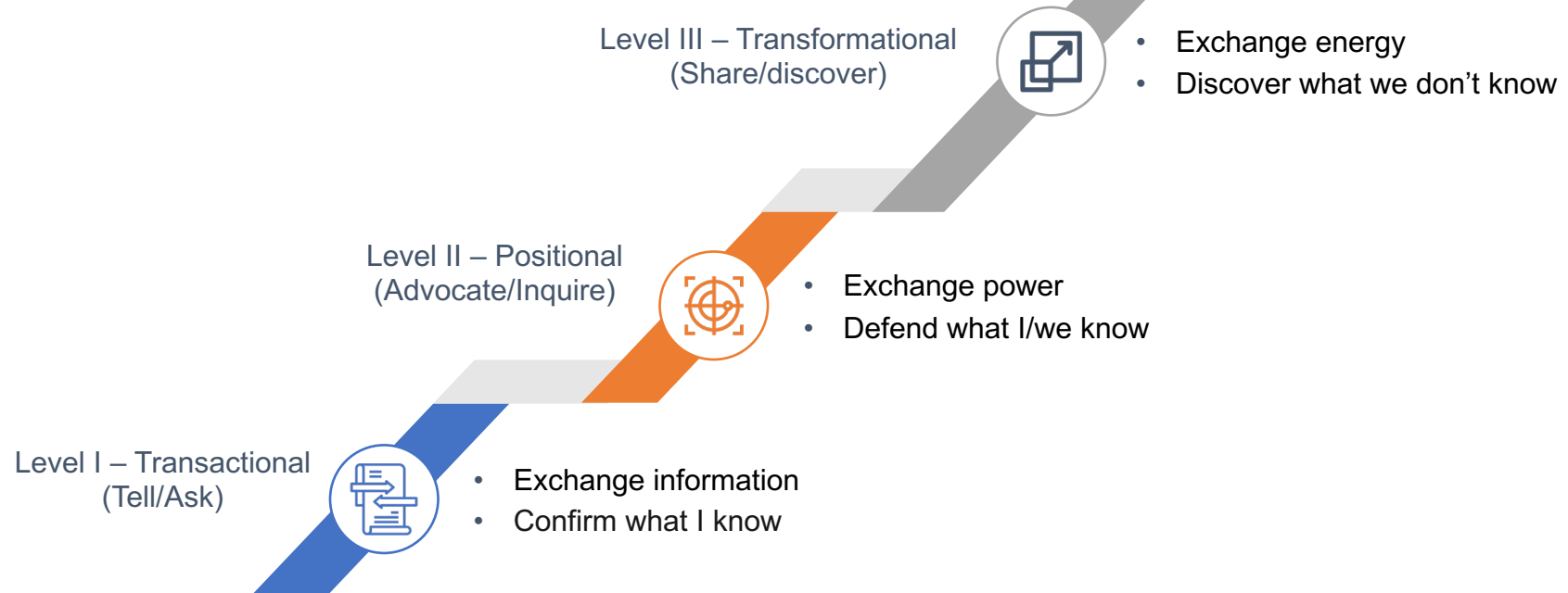
Create purpose

Why your conversations matter



Conversations create Relationships and Relationships create Culture

Three Levels of Conversations



Conversational Intelligence® for Coaches © Benchmark Communications, Inc. and The CreatingWE® Institute. All rights reserved.

The Power of Questions*



What if...?

What would success look like?

How could you look at this a different way?

Why is that important to you?

What meaning does this have for you?

What can we do to build common ground in this situation?

What assumptions do you hold?

What would it take to...

* For which you have no answer

Trust Changes Reality

Distrust

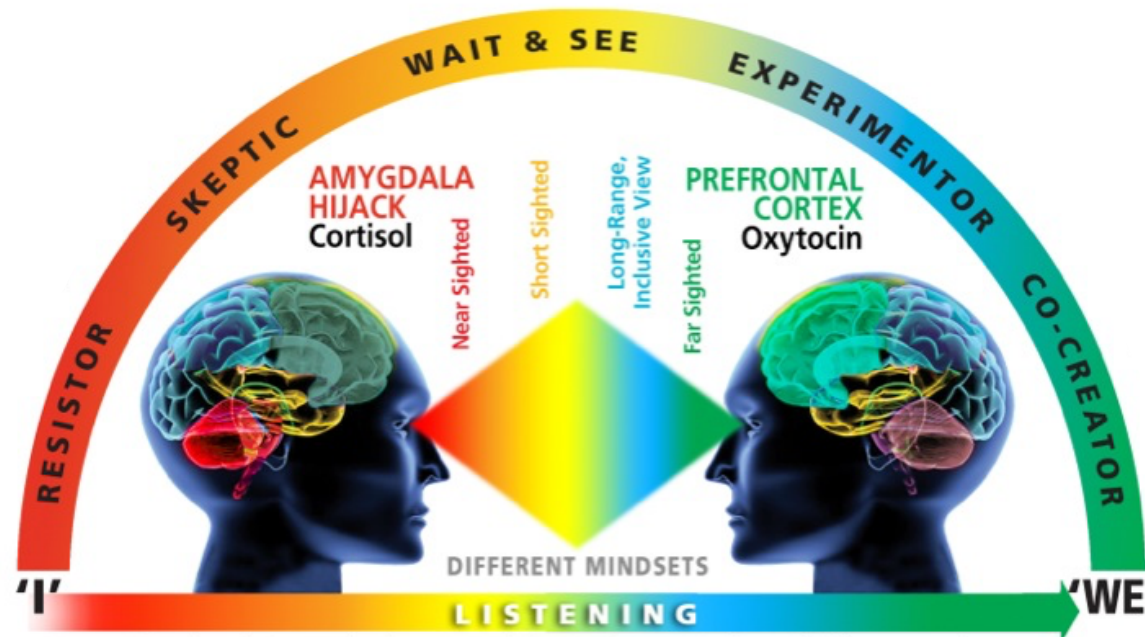
We see reality through threats and fear and close down.

Reveal less
Expect mistakes
Assume the worst
Look with caution
Interpret with fear
Tell secrets
Yes people

Trust

We see reality more clearly and are more open to engage.

Reveal more
Expect the unexpected
Assume the best
Look with an open heart
Interpret with facts
Tell the truth
Yes to truth-telling



© Benchmark Communications, Inc. and The CreatingWE® Institute. All rights reserved.

Unpacking T.R.U.S.T

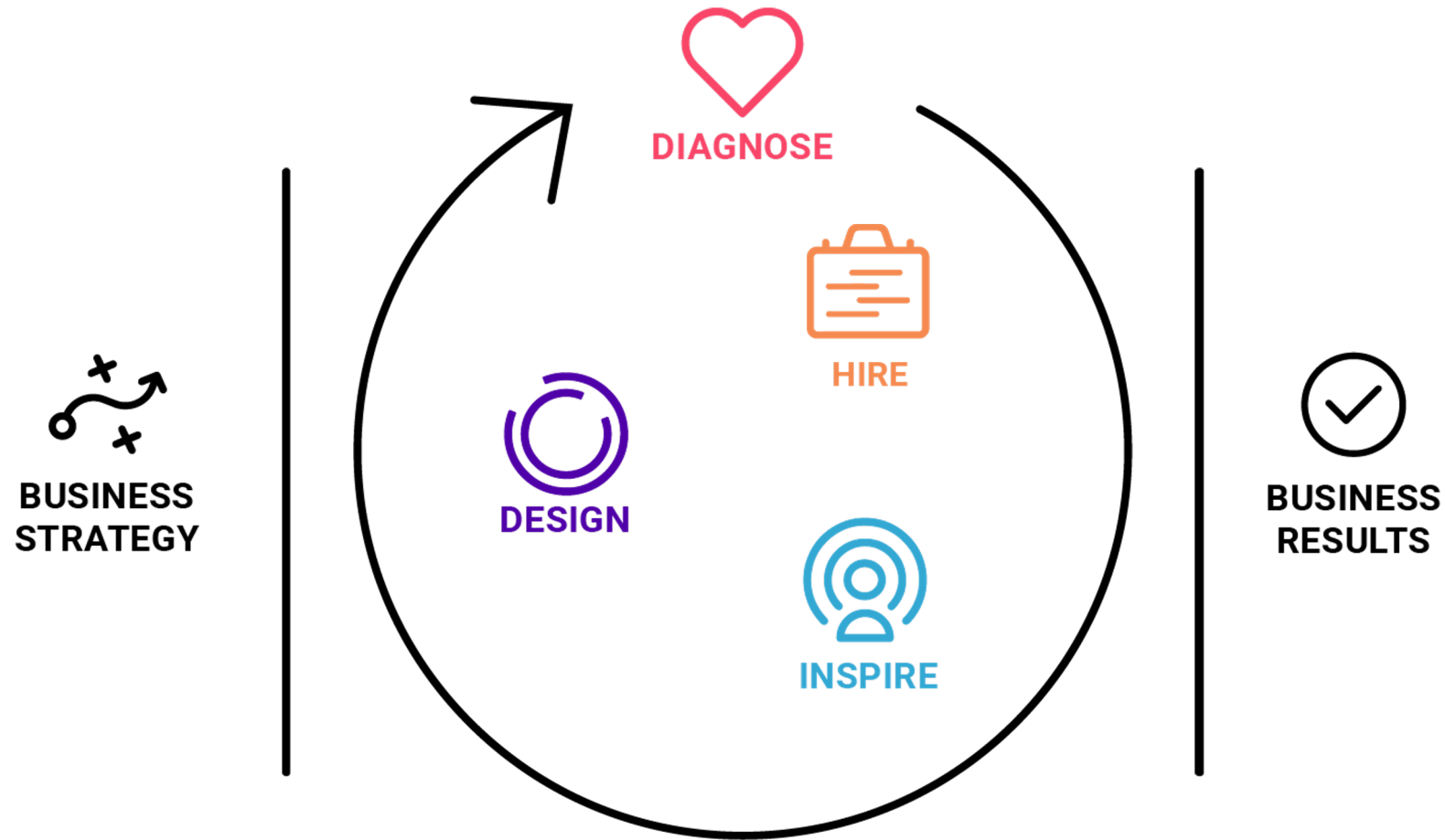




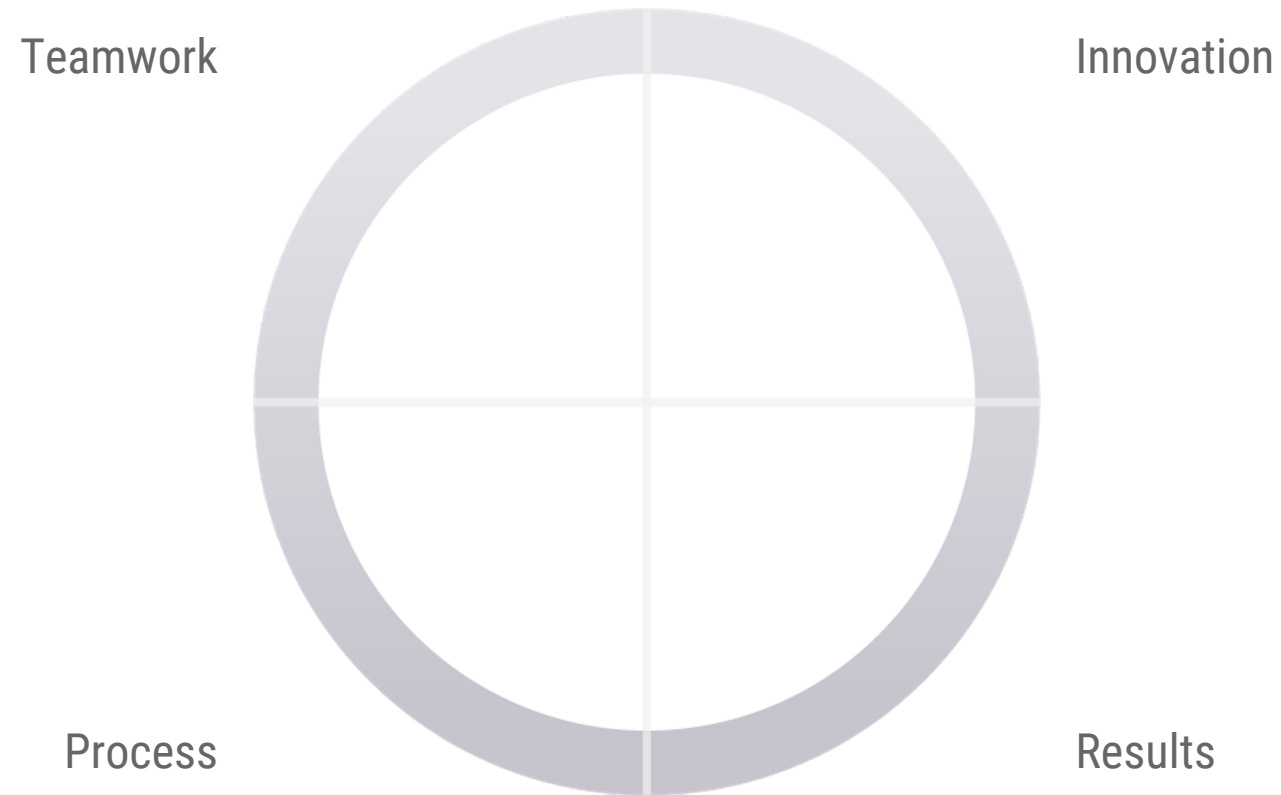
Exercise

- How **t**ransparent are we?
- What kind of **r**elationships do we have?
- Do we stand “under” each others’ perceptions?
- Do we have a vision for what **s**hared success looks like?
- Can we **t**ell the truth and test assumptions?

You job is this: talent optimization



The World of Work



ONE: WHO AM I AS A LEADER?

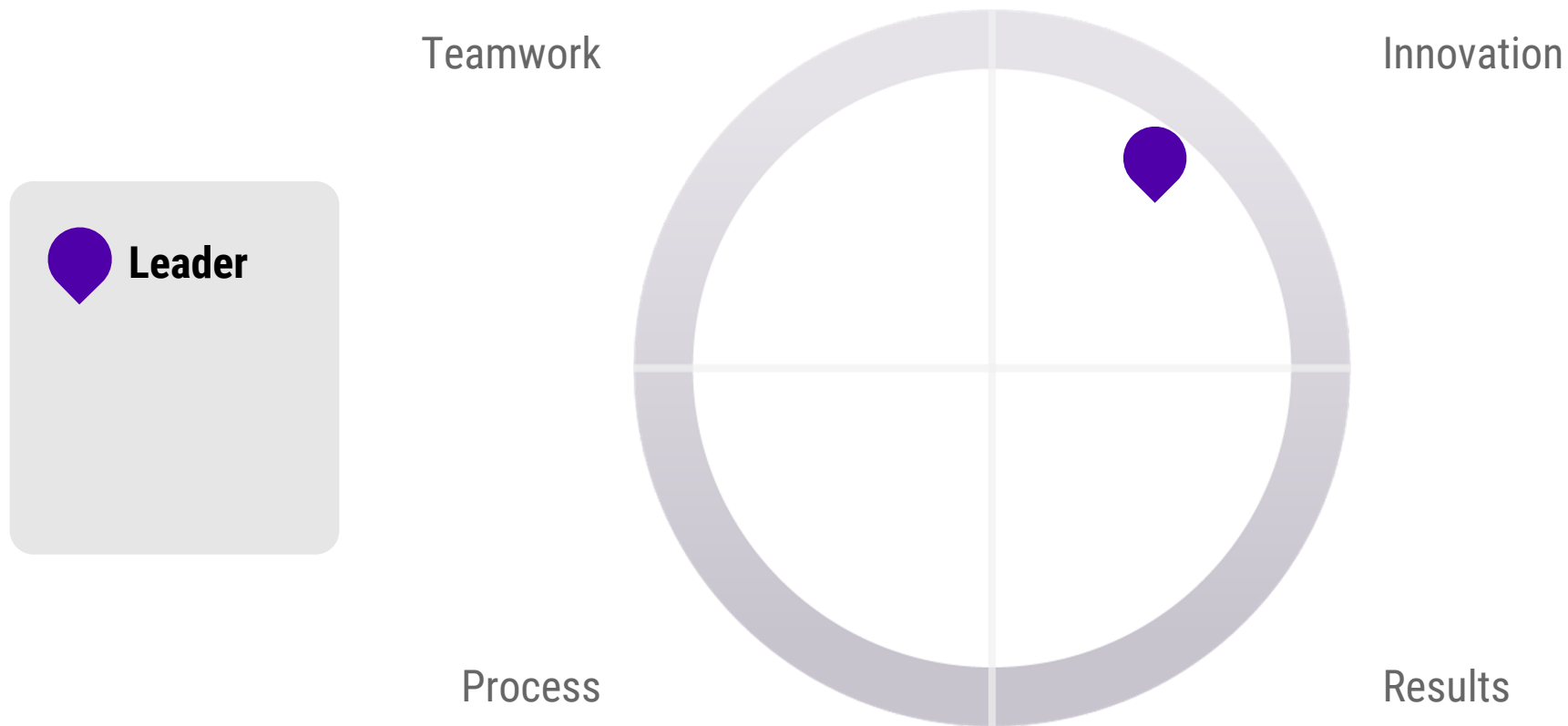
How do I lead?

What are my strengths?

What are my blindspots?

How do I navigate me?

The World of Work



TWO: Who's on my team?



How does the team go about its work?



How do they communicate?



How do they take action?



What are their strengths?

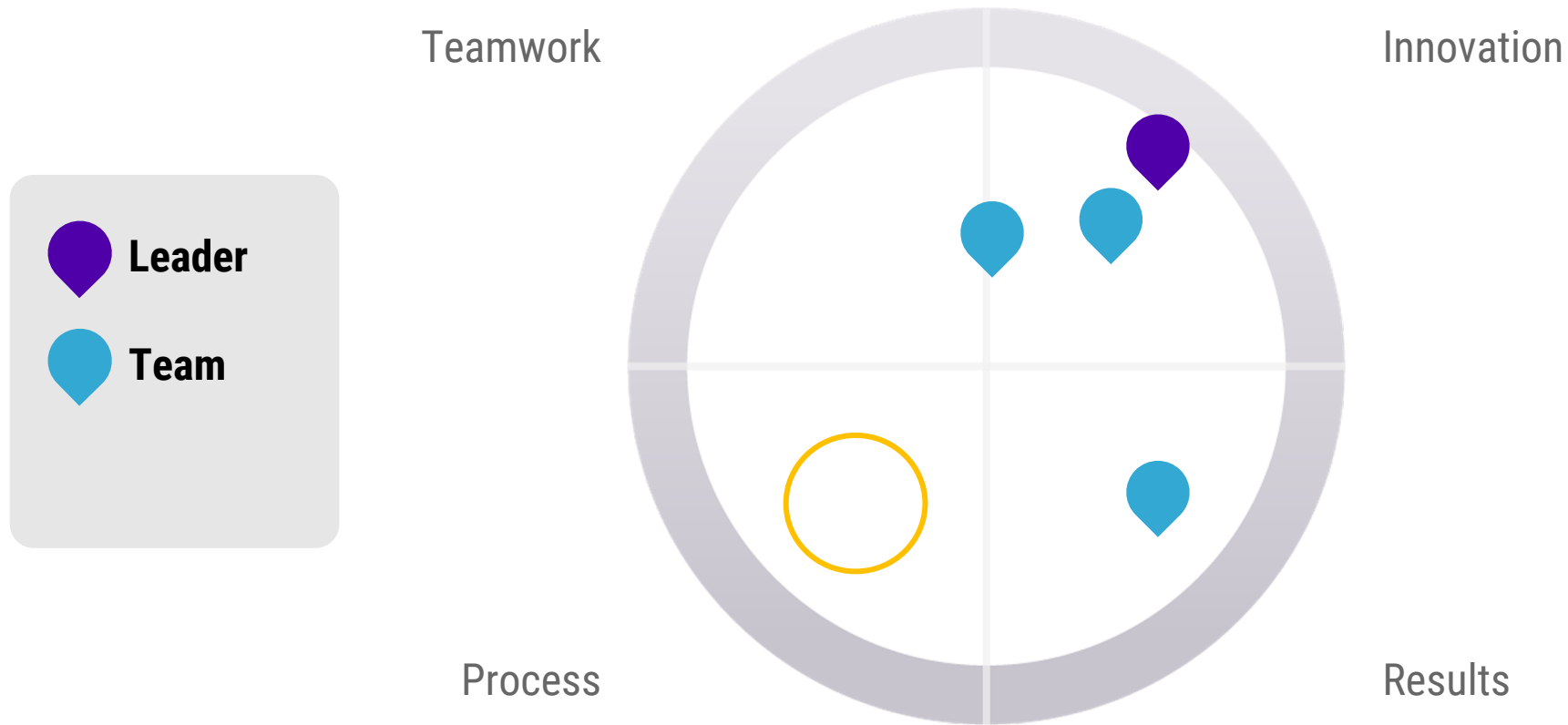


What are their blindspots?



How do they interact together?

TWO: Who's on my team?



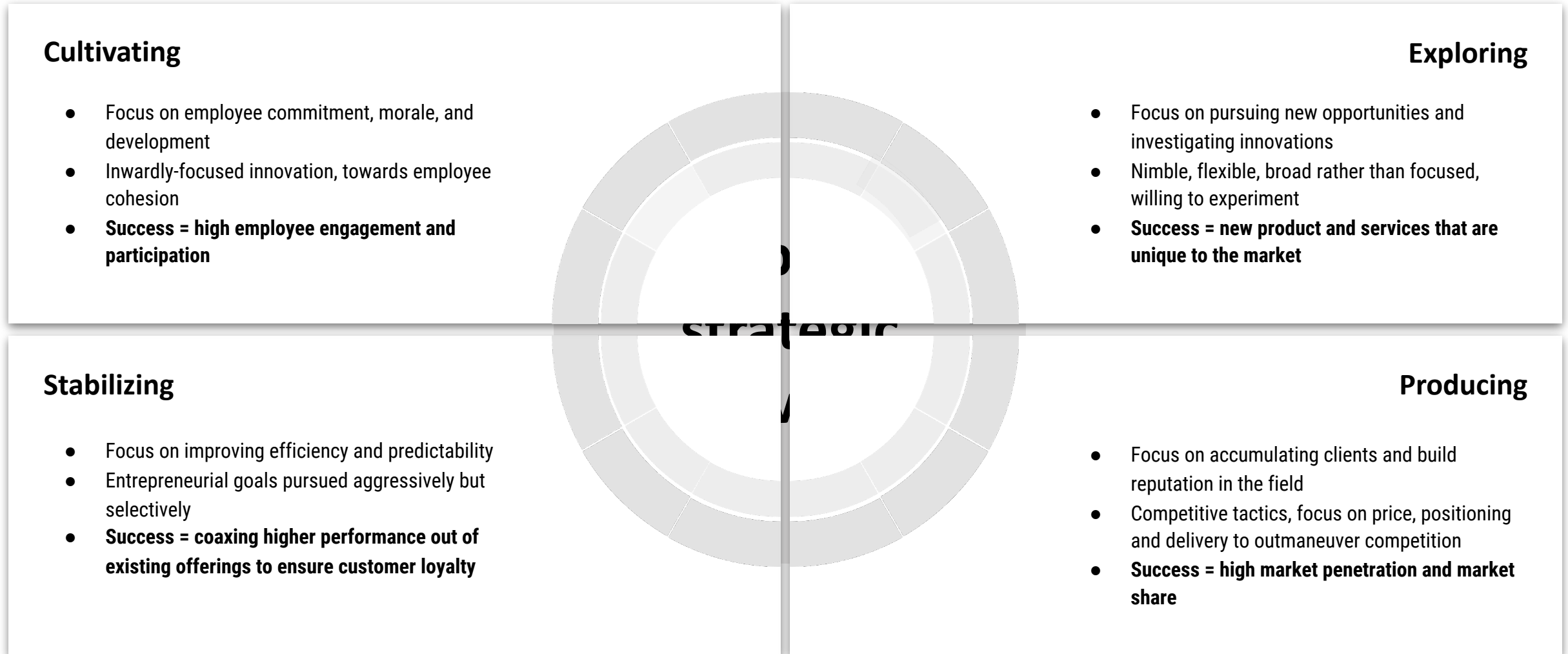
THREE: WHAT DOES MY TEAM NEED TO DO?

- Teamwork - engagement, morale
- Innovation - breaking new ground
- Process - systems, operations
- Producing - results, accountability
- Or, some combination of the above

Which are critical to your strategy in the next 12-18 months?

- ☒ Foster and cultivate creativity or a new vision for the company
- ☒ Implement new systems
- ☒ Drive employees to achieve results with vision and passion
Drive growth through increased sales or improved customer retention
- ☒ Improve employees' loyalty and faith to the company

Strategy mapping and natural behavioral styles



Teamwork & Employee Experience

Innovation & Agility

Process & Precision

Results & Discipline

Work Styles

Use a common language to build individual awareness and explore complementary strengths.

WIEN

Laura Purdy

Martha Donato

Stephanie Selesnick

Rita Ugianskis

Angela Scalpello

The average team size is 7 people

Team Building Activities

Download

0/2 COMPLETED

Individual Strengths

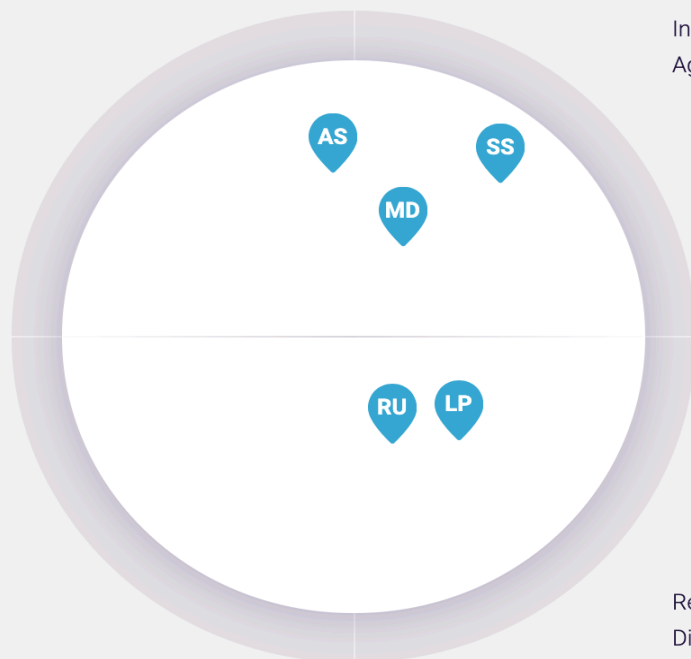
Next: Team Type

Cognitive Data Hidden

WIEN

Teamwork &
Employee
Experience

Innovation &
Agility



Process &
Precision

Results &
Discipline



Team Discovery Home

Next: Team Type

Innovation & Agility

TEAM MEMBERS TEND TO:

- Focus on pursuing new innovations
- Be open to risk and experimentation
- Prefer to act quickly and assertively
- Communicate by talking things through and brainstorming out loud
- Make decisions independently, without waiting for consensus
- Resolve conflict by focusing on the people involved

Team Building Activities

Download

0/2 COMPLETED

- Individual Strengths
- Relationships

Feedback



Browse

Get Started

Design

Hire

Inspire

Diagnose

Learn

Send Assessments

Create a New Job

Cognitive Data Hidden

WIEN

Part 1: Discover your Team Type

Part 2: Design for Strategic Action

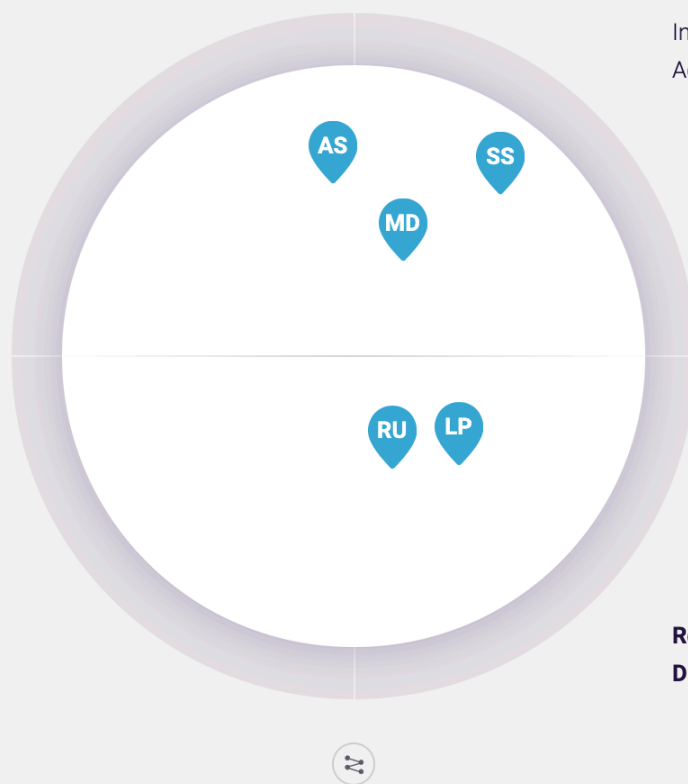
WORK STYLES

TEAM TYPE

TAKEAWAYS

Teamwork &
Employee
Experience

Innovation &
Agility



Process &
Precision

Results &
Discipline

Work Styles

Results & Discipline

TEAM MEMBERS TEND TO:

Focus on results and goal achievement

Be driven and competitive

Prefer a focus on tasks and execution

Communicate concisely, after thorough reflection on their own

Make decisions independently, without waiting for consensus

Resolve conflict by focusing on the task involved

awareness and explore

Stephanie Selesnick

Feedback

0/2 COMPLETED

Relationships

Team Discovery Home

Next: Team Type



Browse

Get Started

Design

Hire

Inspire

Diagnose

Learn

Send Assessments

Create a New Job

Cognitive Data Hidden

WIEN

Teamwork & Employee Experience

Process & Precision

Innovation & Agility

Results & Discipline

Teamwork & Employee Experience

TEAM MEMBERS TEND TO:

- Focus on collaboration and relationship building
- Be socially and interpersonally sensitive
- Prefer to support others to grow and develop
- Communicate by talking things through and brainstorming out loud
- Make decisions collaboratively, seeking input from each involved team member
- Resolve conflict by focusing on the people involved

Part 1: Discover your Team Type

Part 2: Design for Strategic Action

WORK STYLES

TEAM TYPE

TAKEAWAYS

Work Styles

Use a common language to build individual awareness and explore complementary strengths. [i](#)

WIEN



Laura Purdy



Martha Donato



Stephanie Selesnick



Rita Ugianskis



Angela Scalpello



The average team size is 7 people

Team Building Activities

[Download](#)

0/2 COMPLETED



Individual Strengths



Relationships



Team Discovery Home

Next: Team Type

Feedback



Browse ▾

Get Started

Design ▾

Hire ▾

Inspire ▾

Diagnose ▾

Learn [↗](#)

Send Assessments

Create a New Job

Cognitive Data Hidden

WIEN

Part 1: Discover your Team Type

Part 2: Design for Strategic Action

WORK STYLES

TEAM TYPE

TAKEAWAYS

Teamwork &
Employee
ExperienceInnovation &
Agility

Process & Precision

TEAM MEMBERS TEND TO:

Focus on process and predictability

Be well-organized and efficient

Prefer analytical decision making

Communicate concisely, after thorough reflection
on their ownMake decisions collaboratively, seeking input
from each involved team member

Resolve conflict by focusing on the task involved

Process &
PrecisionResults &
Discipline

N

Work Styles

Use a common language to build individual awareness and explore complementary strengths. ⓘ

WIEN ⓘ



Laura Purdy



Martha Donato



Stephanie Selesnick



Rita Ugianskis



Angela Scalpello



The average team size is 7 people

Team Building Activities

[Download](#)

0/2 COMPLETED



Individual Strengths



Relationships

[Team Discovery Home](#)[Next: Team Type](#)[Feedback](#)



Your team

- Who are you as a leader?
- Who is on your team?
- What is the work to be done?
- What are the team members “Superpowers,” what are the “Better Together” combinations, what is the “Team Type?”
- Who needs to be on your team?

There is power in a pause – how can you create those pauses?

How can cultivate and strengthen a growth mindset in yourself and others?

How can you deliberately and intentionally create a Dream Team?

What commitments will you make going forward?



In closing my wish for all
of us

"I dwell in possibility."

Emily Dickinson



April
12-15, 2021
The Ritz-Carlton
Amelia Island, FL

ANGELA SCALPELLO

UNLOCKING THE POWER OF PEOPLE TO DRIVE CHANGE AND TRANSFORMATION



WWW.THESCALPELLOGROUP.COM

