

David Emerald and Donna Zajonc

# 3 Vital Questions

An abstract graphic in shades of blue. On the left, a cluster of small, translucent, geometric shapes (cubes and prisms) forms a textured base. A smooth, flowing, ribbon-like shape extends from this cluster towards the right, curving upwards and then downwards, ending near the subtitle. The overall effect is one of dynamic movement and transformation.

Transforming  
Workplace  
Drama

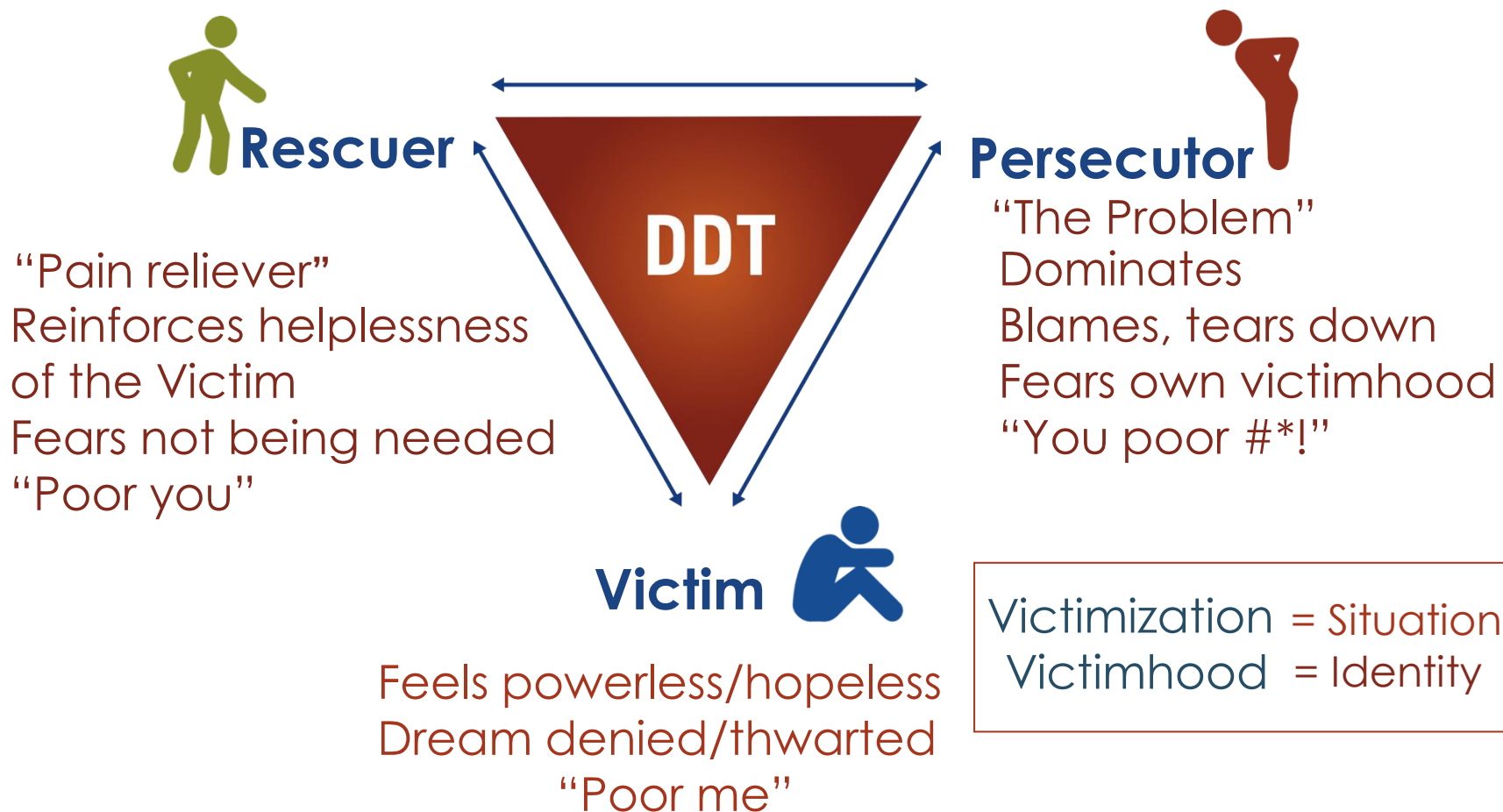
# Purpose and Outcomes

- *Introduce The Power of TED\** in the context of the 3VQs.
- Identify your reactive drama triggers and think about how you might learn to shift to more empowering and effective ways of leading.
- Ask you to “*think about how you think*” to avoid drama in the workplace and in your life!!
- Improve your capacity to lead change—personally and professionally.

# What do we mean by DRAMA???



# The Dreaded Drama Triangle



Based on the Karpman Drama Triangle by Dr. Stephen Karpman.

# The Cost of Drama: “Soft Costs” Examples

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- “Silo” thinking and actions
- Interpersonal conflicts
- Decisions that are not final and rehashed multiple times
- Meetings before the meeting, side meetings within the meeting, meetings after the meeting (to include “end-arounds”)
- Avoiding healthy conversations (gossip)

# The Cost of Drama: Estimated Impact Data

- Experts\* say...
  - Gallup research indicates that approximately ***\$450–\$550 billion in annual lost productivity in the U.S. \$7 trillion productivity loss globally occurs due to negative behavior (i.e. drama) in organizations.***
  - Managers spend 25–40 percent of their time managing conflict, disagreements, etc., (i.e. drama).

**What's the impact for you?**

(\*Sources: "State of the American Workplace 2013" and "State of the Global Workplace: 2017;" [www.gallup.com](http://www.gallup.com); "Conflict Resolution: When Should Leaders Step In?;" [www.forbes.com](http://www.forbes.com); May 15, 2014 )

# The Challenge of Change/Dimensions of Work

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*“80 percent of all change efforts fail to produce their intended results.”*

—Dave Ulrich, University of Michigan

Adapted from: “Building Learning Organization” by Peter Senge; Journal for Quality and Participation; March 1992.

# The Challenge of Change/Dimensions of Work

The outcomes achieved through A and B are the direct consequence of how well C is considered and aligned



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# Definition: Vital

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Vital:

- a. “important”
- b. “pertaining to life”

# Healthcare Vital Signs

Healthcare vital signs answer the baseline questions of your physical health.

Vital Sign	Normal Value
Temperature	97.8 – 99.1 F
Pulse	60 – 100 beats/minute
Respirations / Breathing	12 – 18 breaths per minute
Blood Pressure (SBP/DBP)	90/60 to 120/80



# Organizational Focus of the 3 Vital Questions

The 3VQs are focused on the health of the “soft stuff” of your organization.



*“The soft stuff is always harder than the hard stuff.”*

—Roger Enrico, Former  
PepsiCo CEO

# The 3 Vital Questions

1. Where are you putting your *focus*?
  - Are you focused on problems or outcomes?
2. How are you *relating*?
  - How are relating to others, your experience, and yourself?
  - Are you producing or perpetuating drama or empowering others and yourself to be more resourceful, resilient and innovative?
3. What *actions* are you taking?
  - Are you merely reacting to the problems of the moment or taking creative action (including problem-solving) in service to outcomes?

# Where are you putting your focus?



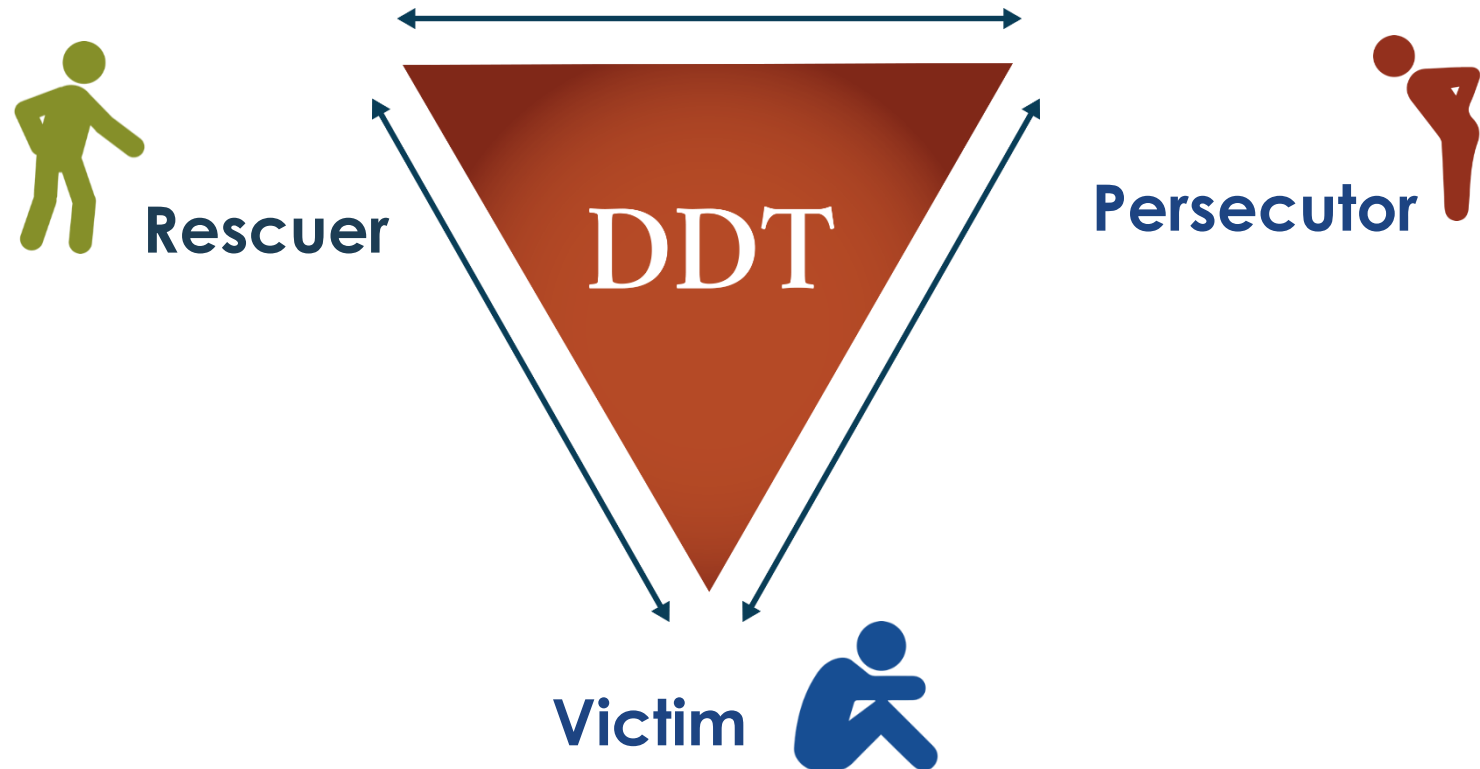
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*“What you focus on can be called an orientation. An orientation works like a compass—one that’s inside you. Your inner orientation—your mental standpoint—has a lot to do with the direction you take in life.”*

—David Emerald

# The DDT Within





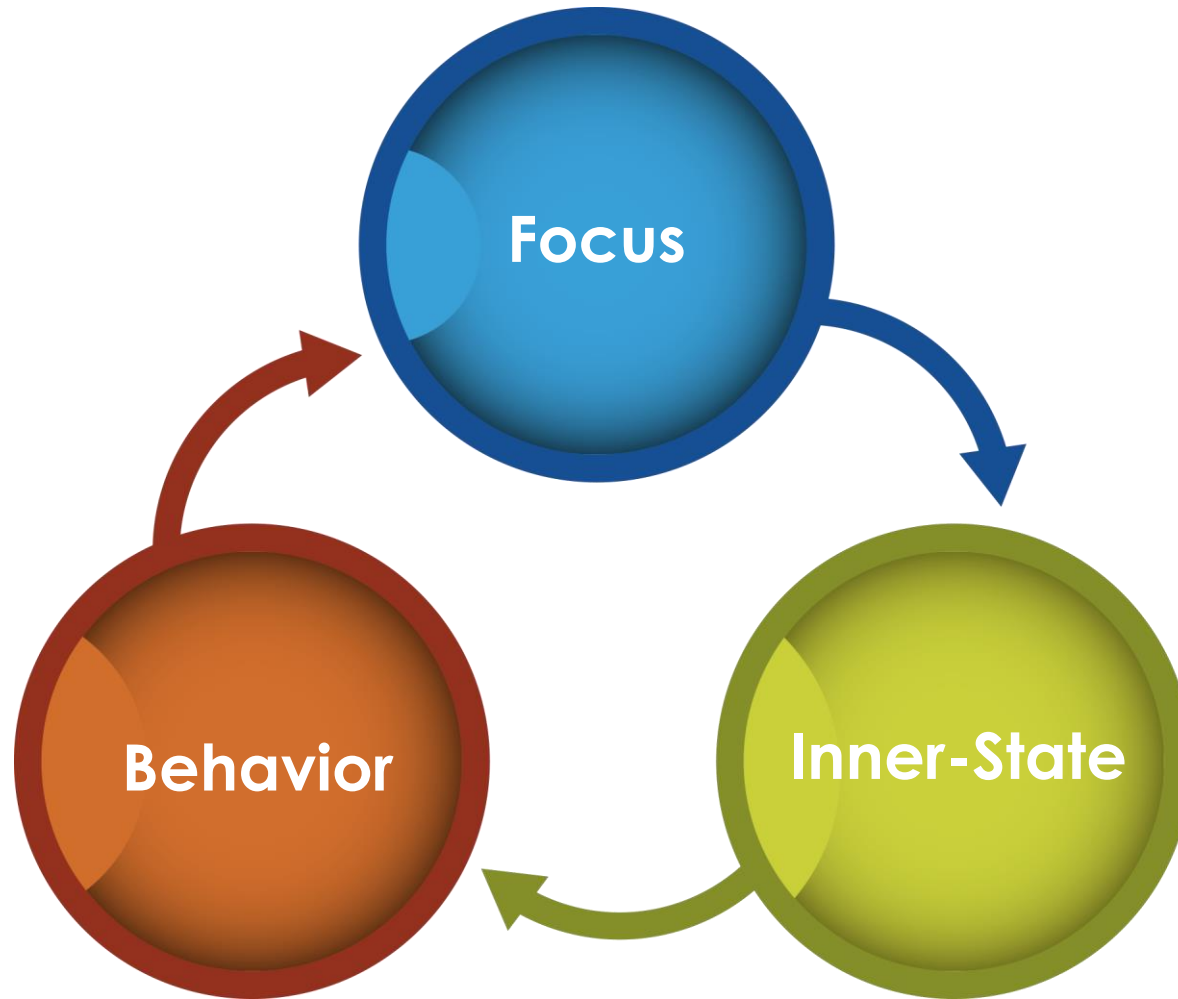
# Key Elements of the Human Operating System

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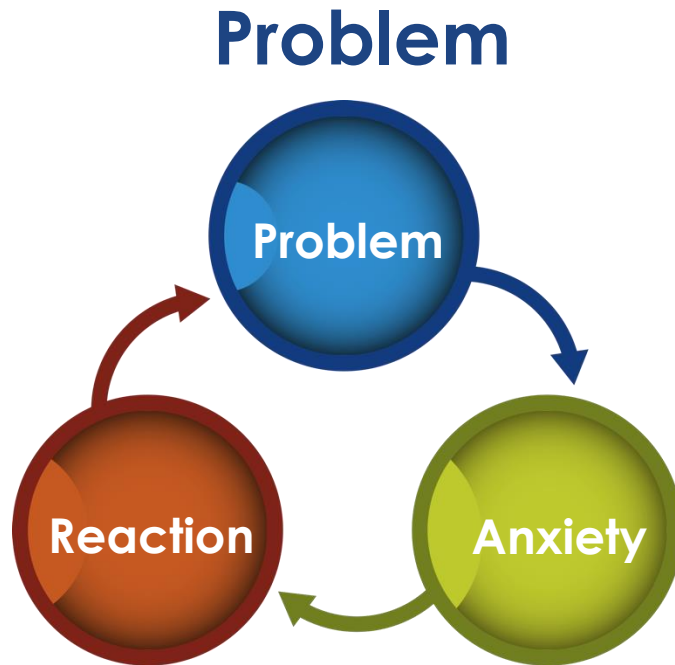
## Key Concepts

1. Mental Models = Mindsets = Orientations
2. Default: Natural and habitual behaviors
3. The FISBE: A Mental Model

# The FISBE Mental Model



# Primary Orientations



Adapted from Bob Anderson—*The Leadership Circle*. [www.theleadershipcircle.com](http://www.theleadershipcircle.com) Used with permission.

12–13

## Problem

- What we *don't* want
- Get rid of or away from the problem produced anxiety; take out of being

## DISTINCTIONS



## Outcome

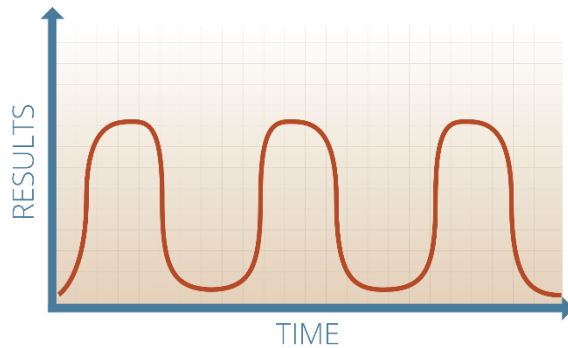
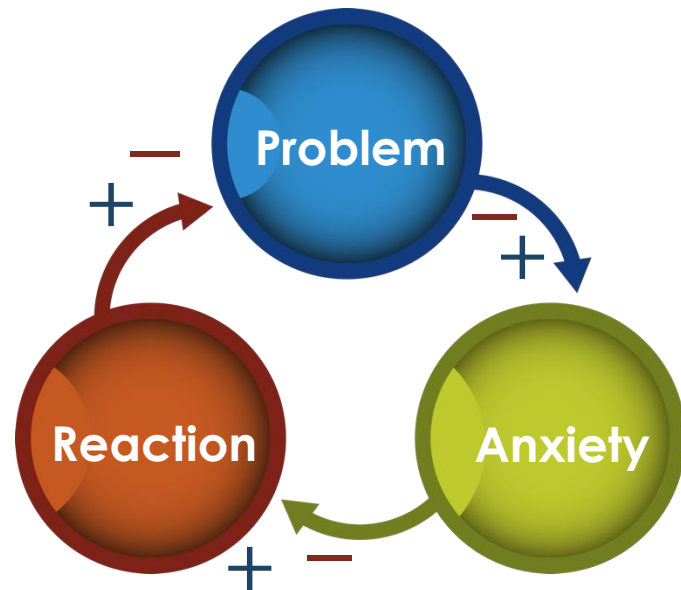
- What we *do* want
- Move toward outcome; bring into being

Adapted from Bob Anderson—*The Leadership Circle*. [www.theleadershipcircle.com](http://www.theleadershipcircle.com) Used with permission.

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# Pattern of Results

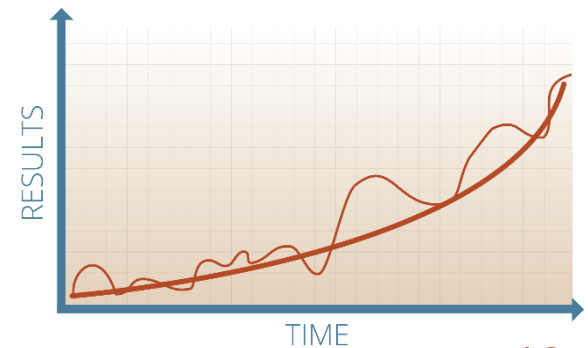
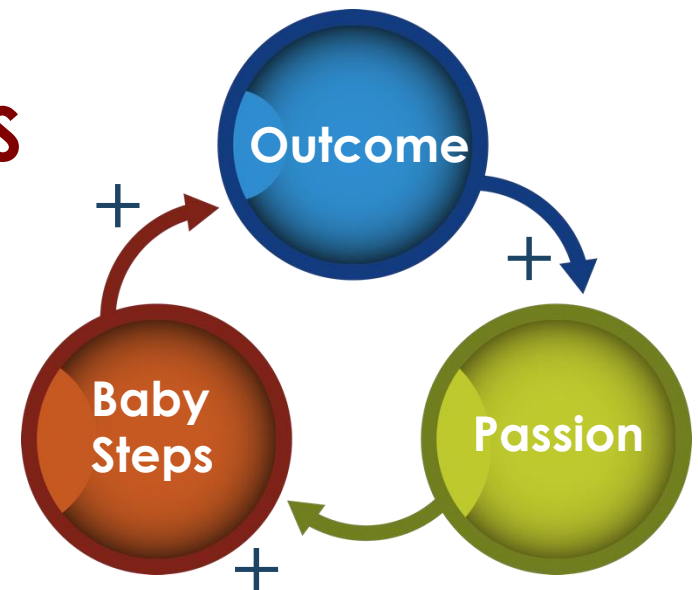
## Problem



## DISTINCTIONS



## Outcome



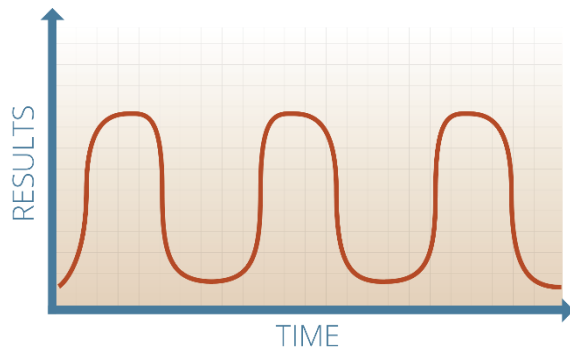
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# AIR Summary

## Problem

- What we *don't* want
- Get rid of or away from the problem/anxiety; take out of being
- Roller coaster; episodic and short-term change

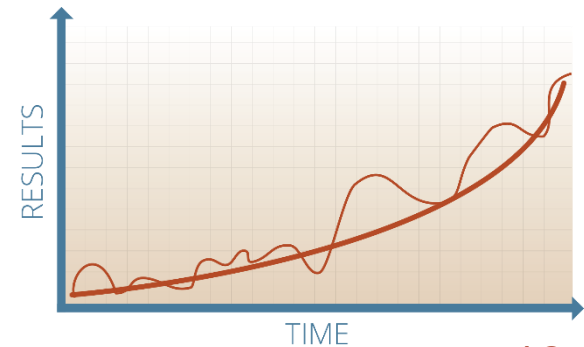


## DISTINCTIONS



## Outcome

- What we *do* want
- Move toward outcome; bring into being
- New, better, breakthrough; sustainable change



Adapted from Bob Anderson—*The Leadership Circle*. [www.theleadershipcircle.com](http://www.theleadershipcircle.com) Used with permission.

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# Thoughts, Feelings, and Behaviors

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Draw a line vertically down your page  
Head one side **Problem** and the other **Outcome**

Recall a time in which you were operating from the **Problem Orientation**. What thoughts (self talk or comments), feelings/emotions, and/or behaviors/actions did you experience? Write them down.

Now recall a time in which you were operating from the **Outcome Orientation**. Write down your thoughts, feelings, and behaviors

# Reactive Triggers

## Reactive *Triggers* may be:

- Part of the environment or physical space (a stuffy room, noisy background).
- Part of the situation (time constraints, challenging tasks).
- Derived from another person (strained collaborations, aggressive attitudes, pending visit from your manager or Reg 44 visitor).



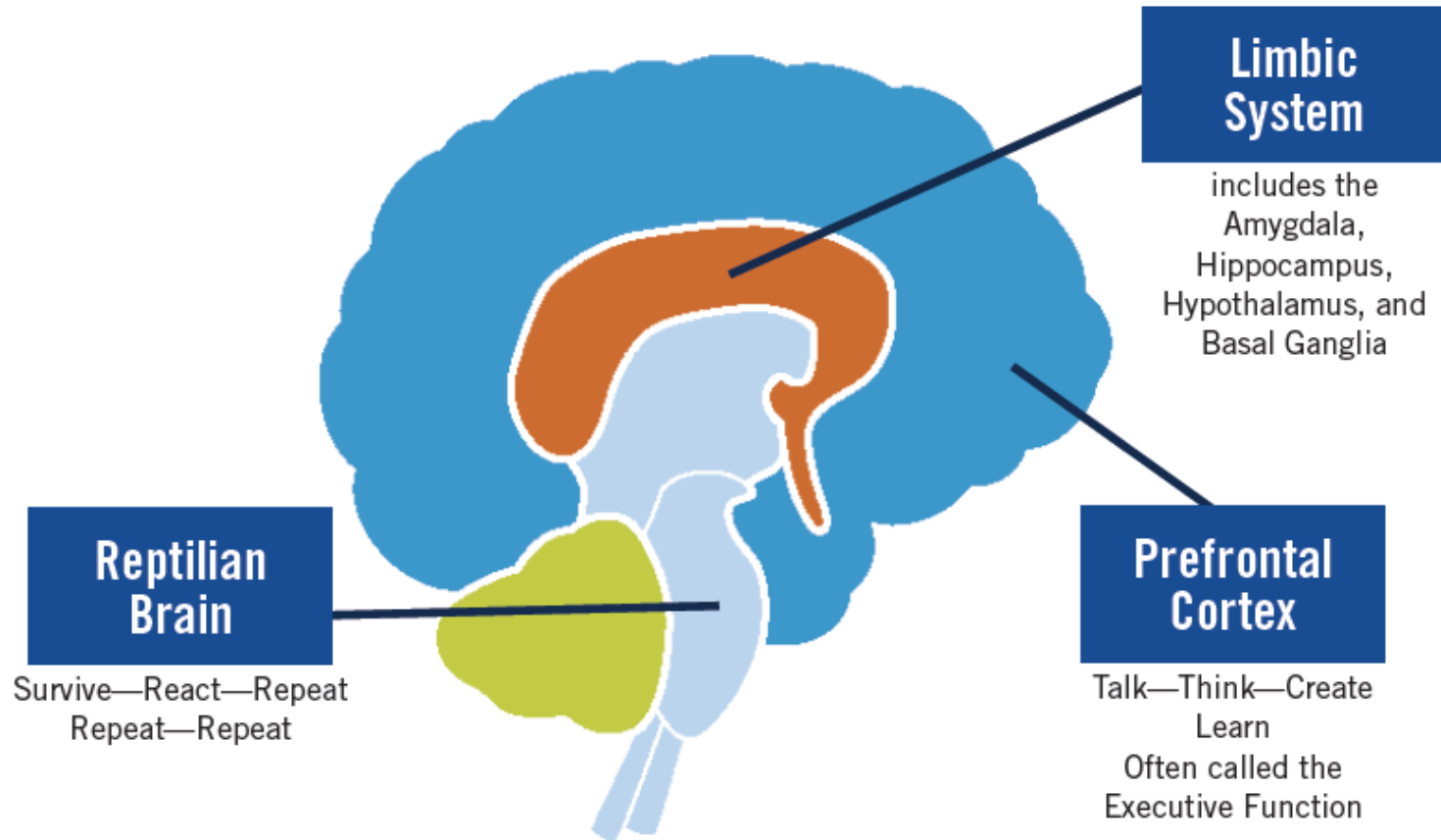
# Reactive Strategies

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## Reactive *Strategies* may be:

- Withdrawing and going silent.
- Speeding up efforts when faced with a Reactive Trigger.
- Stalling.
- Procrastinating.

# The Neurology of Empowerment

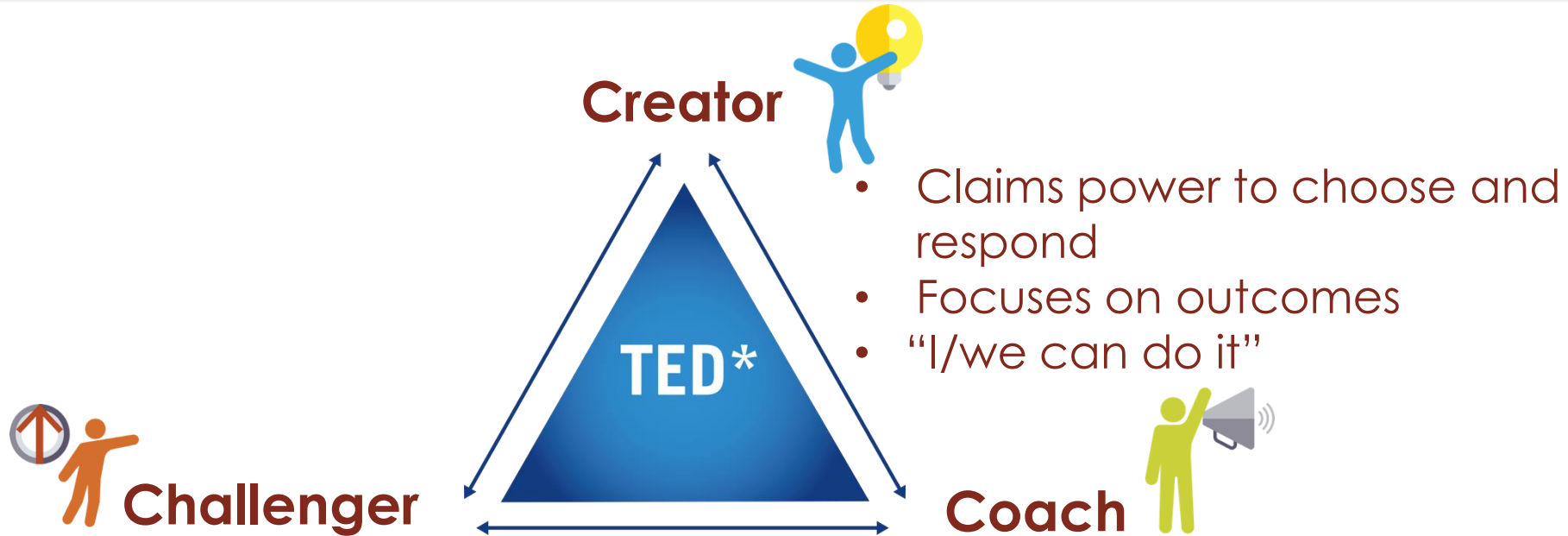


# TED\* Pause Practice



1. Pause
2. Ground
3. Center
4. Choose

# TED\* (The Empowerment Dynamic)®



- Calls forth learning and growth
- Provokes/evokes action
- Conscious/constructive
- Unconscious/deconstructive
- “You can do it!”

- Supports and assists
- Facilitates clarity by asking questions
- Listens deeply with curiosity
- “How will you do it?”

# 3 Vital Questions

Thank you!

A decorative graphic element consisting of a blue liquid splash on the right side, transitioning into a trail of blue geometric shapes (cubes and polygons) on the left side.

Transforming  
Workplace  
Drama