

Repackaging - Process

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(Revised. 1: February 2000 by Clinton Callahan)

FORMAT:

Small group skill building process with coaching, in 2 parts.
Duration: 90 minutes

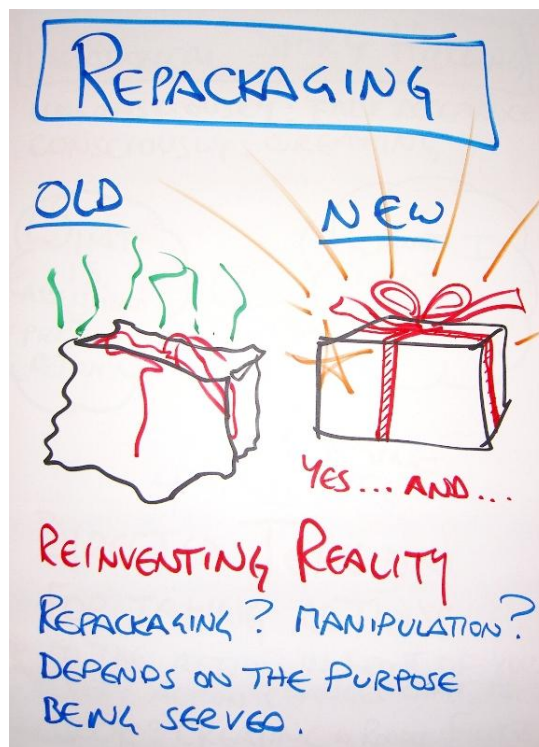
PURPOSE:

To practice the leadership skill of repackaging.

SETUP:

Chairs are set up in small groups.

INTRO / BACKGROUND: (15 minutes)



- Sometimes a product will not sell, so the manufacturer recalls the product and designs completely new packaging for it. The new packaging has new artwork, different colors, different shaped box, etc. The box has exactly the same contents, but the repackaging gives a completely new experience to the buyer. Now the buyer can see possibilities which they never saw before. They can see themselves with the product, so they buy it. In this same way, a leader can learn how to

Repackage any set of circumstances so his or her team can see advantages and have a common vision to commit to success.

- The packaging which we use to understand a box determines the limits of our ability to interact with that box.
- Contrary to what we may think, every packing job is subjective. It is not permanent. It can be changed.
- Repackaging is the ability to change the interpretation of a situation, either for an individual or for a group, by Repackaging the experience of the situation into a different context.
- The Packaging (context) determines what interpretations are possible.
- Repackaging can only occur in the direction of "expanding the box."
- The most successful Repackaging occurs by centering the new interpretation in an expanded frame of reference.
- Repackaging usually occurs through making distinctions about purpose.
- Repackaging is a leadership skill.
- A leader's joy is creating leaders.
- A leader's toolbox is questions.
- With no agenda, find out what people are committed to and commit to that also. Lead by including rather than excluding.
- The secret of having it 'turn out' is saying yes.
- Coaching is a crucial leadership skill. It is one of the three steps in Rapid Learning. Feedback must come from other people. (Emotional Intelligence Article)

EXAMPLE #1:

Group Member: "Oh, no! More overtime! Why do we have such a big work load and the other group doesn't?" (victim conversation, reasonable)

Project Leader: "Yes, we have taken on a big project together, haven't we. What? You want to go home and watch TV instead of being with us?. I do like working with this team though. Remember how we brainstormed our way through the project last month? That was fun, wasn't it?" (agreement first but shift to responsible conversation, then shift purpose to the fun of teamwork, unreasonable)

EXAMPLE #2:

Child: Could we have an ice cream now?

Mother: You just had ice cream yesterday. It is almost dinner time. Your grandmother died from diabetes and I want you to stay healthy. I already spent my snack money budget this week. (being a good mommy, being reasonable, the "right" thing to do)

Child: Oh, mom. You know, in a few more years I will be grown up and out of your life. Let's spend some quality time together enjoying my childhood while it is here. (shift of purpose to enjoying life, being unreasonable)

INSTRUCTIONS / PROCEDURE:

PART 1: (30 minutes)

- Count off from one to seven.
- Each person will take turns being the leader.
- The first person stands up.
- I will describe a situation.
- Your job as leader is to reframe the situation for the success of the group.
- The group will be naturally resistant in various ways.

- After a few minutes I will say "Please stop. Begin coaching."
- The group will then coach the leader with the intention of guiding you to improve your leadership skills.
- The coaching must be clear and specific. Point out exactly what is not working about the way the person is leading, and tell them exactly how they might do it better.
- Be bold in your coaching. We want the leader to be able to win.
- After a few minutes I will say "Please stop coaching. Rotate."
- The next person stands, and we will begin again.
- We will go around twice.

Scenarios:

- 1) You are in charge of production. The salesman told the customer that his order would be there in an impossibly short time. This always happens, and everyone in your production department is angry about it. You decide to enroll them into fulfilling the order on time.
- 2) You are a production worker. You know that you have figured out the best way to accomplish a specific goal. You ask to make a presentation to top management and they are committed to doing things the way they have always been done.
- 3) You are in a meeting at work. There is a specific amount of money in the budget to spend either to build more meeting rooms or to build a coffee house for the employees. Everyone else thinks building the meeting rooms is more important. You know and feel very strongly that the money should be spent for the coffee house. Lead the group to a common commitment.
- 4) You are the head of a department, and you have just discovered that you have made a very big mistake. You have been blaming one of the employees for an error that you now see you are responsible for making. You realize this in the middle of a meeting and you decide to handle it here.
- 5) Your project team is threatening to walk out because they have been working too much overtime. Lead them to turn the situation around by creating a group remedy for the situation.
- 6) You have a young team working for you with a lot of potential. They do not see their potential. To them it seems overwhelming and impossible. Lead them to see and actualize their potential.
- 7) The people in your department are always complaining and are pessimists. No matter what you say they have a reason why your plans won't work. However, some of what they are saying is true, and valuable for formulating a solution. Without selling out on your ideas, use their input hand hold your vision to create a common commitment.
- 8) People in your department are always late for work. You already gave a lecture about this last week where you "told" them about the importance of being on time. It made no difference. They are still late. Now you have called a meeting together to address the same issue. This time communicate in a way that will make a difference.

- 9) You are the Project leader. Your project has just doubled in size, and you have been given new people to augment your work team. The original people have been working well together as a team. The new people are from another project that ended badly, and they have different ideas about how things should be done. You think that some of their ideas are good ideas. This is your first team meeting, and your job is to bring these people together for success.
- 10) Your department is messy: the lights are being left on, materials are left out, screws on the floor. Handle this with your employees to create a common commitment for excellence.
- 11) Your department is never alerted in time to order the necessary supplies so that you can meet deadlines. You are the department head. Everyone is angry at you for the problem. How will you take responsibility?
- 12) You just started a new project with team members from England, France, Spain and Germany. The English are being arrogant, the French want to take a 2 ½ hour lunch breaks, the Spanish flirt with all the women while they work, and the Germans are up tight about all of this. How can you bring the group into a common bond?
- 13) You have one-half the time you normally need to draft a design for a new project. Your team is resistant. Lead them to create a way to accomplish this.
- 14) Your client has gone around you and called your boss directly to complain about the behavior of one of your team members. Instead of handling this alone, you have decided to take your whole team over to the client to reconnect with them and gain their trust. Your team is resistant because it is all one person's fault. Open the possibility for your team to make a difference for your client.

Coaching:

Keep encouraging the non-linear.

Keep encouraging the rapid learning model (Go! Feedback! Shift! Go!).

Be enthusiastic yourself. This is a very fun process.

Tell the Jogger And The Tiger Pit story. We let people fail around us every day, by not giving them feedback and coaching, by withholding our commitment to their success. Awareness makes us responsible.

PART 2: (30 minutes)

After everyone in each circle has tried at least once and received feedback and coaching, have everyone choose a real-life situation that is occurring for them right now to practice Repackaging. Go around the circle one more time.

DEBRIEF:

- Listen for examples of non-linear creation, and point them out.
- Notice what does not work? (bullying, force, linear logic, reasonableness, explanations, being a victim)

- Notice what works? (play, fun, enthusiasm, teamwork, unreasonableness, vision, big possibilities, challenge)
- "A task without a vision is drudgery. A vision without a task is a fantasy. A task with a vision can save the world."
- Skilled leaders lead invisibly, as opposed to being right, looking good, being special, being superior, etc. Q: "How do you learn the practice of Invisibility?" A: "Find out what makes you visible and don't do that."