

# Excellence in organisational coaching & mentoring:

Empowering, engaging & inspiring people at work

3rd July 2019, London

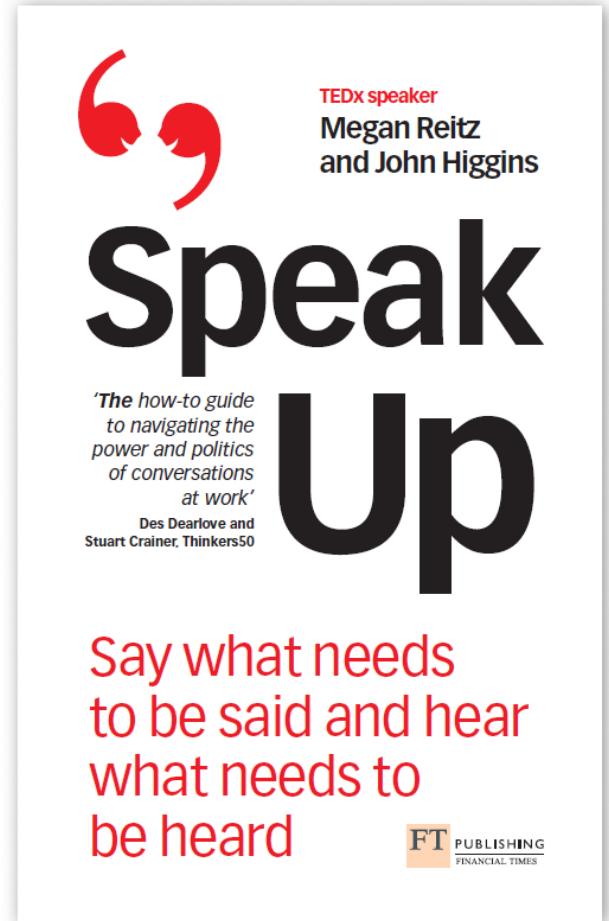
Coaching  
at Work

## Coaching at Work Annual Conference 3<sup>rd</sup> July 2019 Holiday Inn Bloomsbury, London

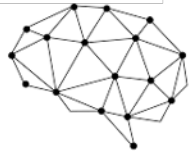
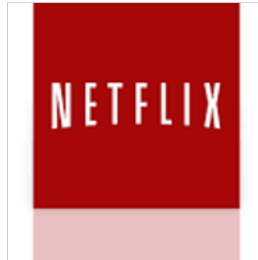
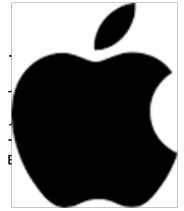
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# Speaking Truth to Power

Professor Megan Reitz



# Conversational Habits...



Cambridge  
Analytica



# Conversational habits in coaching

- In the coaching relationship:
  - What is easy to talk about? What isn't?
  - How do you listen to one another? What do you tune into and out of?
- In your coachee's work / non-work life
  - When do they speak up? What do they stay silent about?
  - Who do they listen to? Whose voices don't they hear?
  - How might changing their habits help them and others?







**'Deaf' spot**

**Wisdom to listen up**  
(How do we silence others?)

**POWER**

Functional

**Courage to speak up**  
(How do we silence ourselves?)



What affects speaking  
up and listening up?

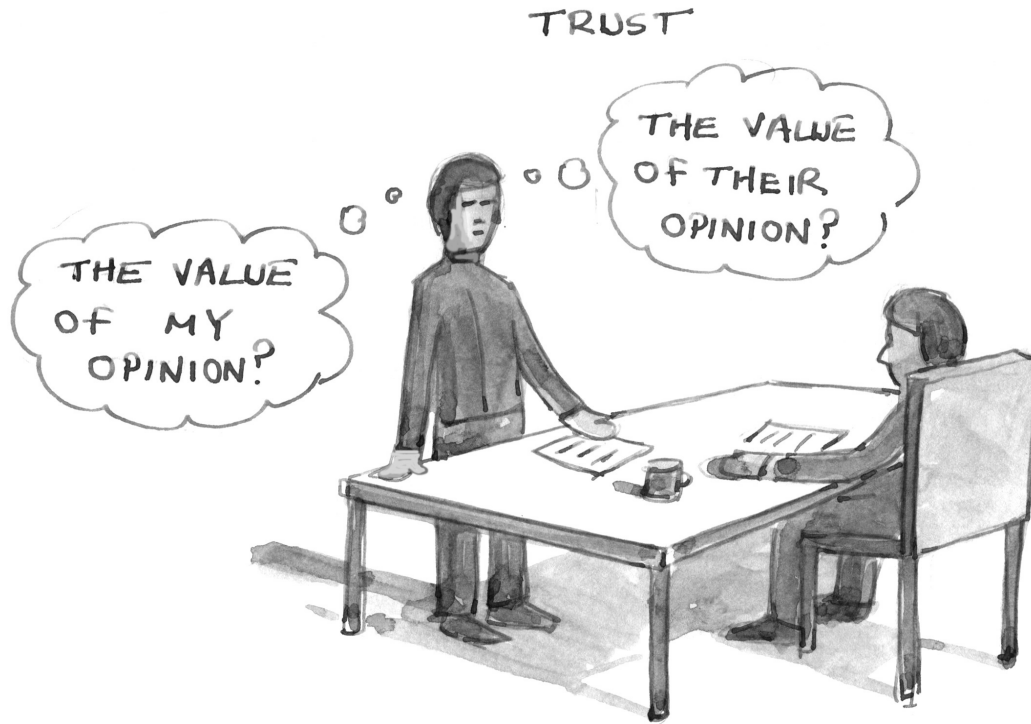
**T**rust

**R**isk

**U**nderstanding

**T**itles

**H**ow-to



How much do you  
TRUST the value  
of your opinion  
and the opinions  
of others'?



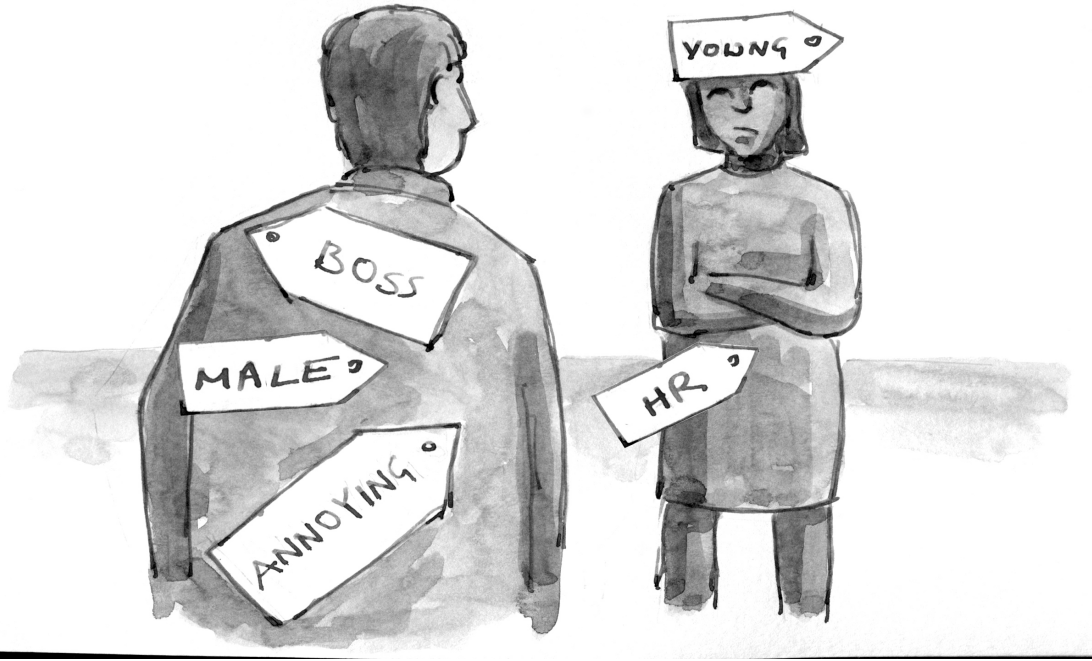
What are the RISKS involved when you or others speak up?

## UNDERSTANDING



Do you UNDERSTAND  
the politics of who  
says what to who...  
and why?

## TITLES



Are you aware of  
the TITLES and  
labels we attach to  
one another - and  
how they shape  
what gets said  
and heard?



## HOW TO



Do you know HOW to choose the right words at the right time in the right place...and how, skilfully, to help others to speak up through what you say and do?



What affects speaking  
up and listening up?

**T**rust

**R**isk

**U**nderstanding

**T**itles

**H**ow-to

# Speak up traps



We doubt ourselves



We abdicate



We talk to  
*ourselves*

**Spot the imposter voice**

**Question assumptions**

**See the others pov**

**What stops you or helps you to speak up?**

# Listen up traps



**Empathise with others**

**Question the 'list'**

**Know your face...**

**What stops you or helps you to speak up?**

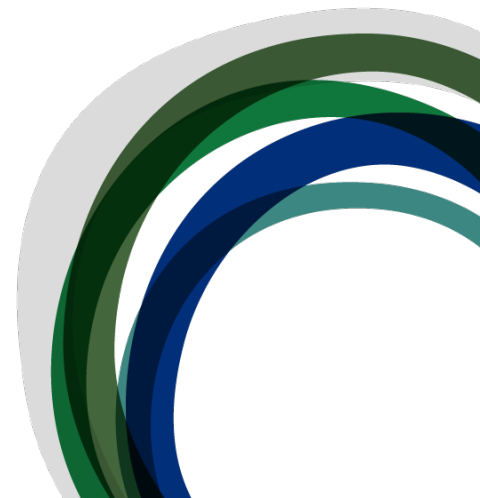
# When you need to speak up and listen up... mindfully

- Spot the imposter voice
- Question assumptions
- See the others POV
- Empathise with others
- Question the 'list'
- Know your face...

Developing meta-awareness:

In the moment mindfulness:

- Mindfulness practice
- Action inquiry
- Supervision



# Summary

- Speaking up and listening up are imperative in the coaching relationship and in organisations / teams
- Speaking up is *relational* – listening and inviting others to speak up is a blind spot and we're probably not as good as we think we are
- Changing habits of conversation personally, let alone organisationally, is no mean feat – we need to disrupt 'automatic pilot'
- Ongoing action inquiry, supervision and training the mind to respond rather than react are interventions that can help







TEDx speaker  
Megan Reitz  
and John Higgins

# Speak Up

*'The how-to guide  
to navigating the  
power and politics  
of conversations  
at work'*

Des Dearlove and  
Stuart Crainer, Thinkers50

Say what needs  
to be said and hear  
what needs to  
be heard

FT PUBLISHING  
FINANCIAL TIMES

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ETHICS

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by Megan Reitz and John Higgins

APRIL 07, 2017

LEADERSHIP

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by Megan Reitz and John Higgins

MARCH 09, 2017

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Michael Chaskalson & Megan Reitz

## Harvard Business Review

DIVERSITY

## Do You Have “Advantage Blindness”?

by Ben Fuchs, Megan Reitz, and John Higgins

APRIL 10, 2018