

Bullshift

THE FOUR SHIFTS

BULLSHIFT
313 PIER STREET
PERTH WA
email@bullshift.com

bullshift.com

OUR PURPOSE: TO LEARN AND TEACH CONSCIOUS COMMUNICATION THROUGH HUMOUR

OUR CONTENT

The Bullshift Principles are **12 DON'Ts** that block openness, honesty and straight talk and **12 DO's** to **SHIFT** them.

Practising Bullshift can help people to increase self-awareness, improve communication and achieve more through collaboration.

OUR METHOD

We engage through **humour**, **empathy**, **collaborative learning** and **robust exploration**.

Our **entertaining keynotes**, **workshops** and **Bullshift TV** use humour and interaction to teach principles and habits everyone can apply.

To watch BTV Episode 1 follow the link: <https://www.bullshift.com/>

OUR PRODUCT

We invest in high-quality, creative, intelligent resources that lead the field and we continuously review and re-invest to keep improving.

A BULLSHIFT PROGRAM THE FOUR SHIFTS

Intro to Bullshift

THE INTRODUCTION TO BULLSHIFT

The Introduction to Bullshift Workshop forms the prerequisite to The Four Shifts Program.

The Intro to Bullshift Workshop explores the four **Core Aims** of Bullshift:

- **Get up the Ladder of Relationships**
- **Get Down the Point Curve**
- **Get the Subtext into the Text**
- **Get from Shadow to Best Self**

The **Core Aims** are interconnected, so working on one usually helps with all four of them and they help us to "shift the bulls" by paying more attention and telling us where to look.

Second Shift Be Open

Over time, we have learned the most logical, supportive and powerful way to teach Bullshift is through stages we call **The Four Shifts**.

The Four Shifts build muscle with the simplest and safest habits first, progressing to more challenging skills as we grow in confidence and capability.

Third Shift Be Honest

THE FOUR SHIFTS ARE:

- **GET CLEAR**
- **BE OPEN**
- **BE HONEST**
- **COLLABORATE**

Fourth Shift Collaborate

EACH SHIFT WORKS ON:

- The **FOUR CORE AIMS** of Bullshift.
- The **PRINCIPLES** of that **SHIFT**.
- **HABITS** to practise and embed.

Each **SHIFT** has at least one **PRINCIPLE**.

Each **PRINCIPLE** has at least one **HABIT** to practise.

Follow the link to watch a video explanation of The Four Shifts
<https://vimeo.com/364700183>

The program is supported by **Episodes** of **The Four Shifts** on **Bullshift TV** sent as pre-work from our learning platform to reinforce concepts, encourage reflection and support the practice.

You also have access to a resources library and the ability to re-watch Episodes whenever you like.

We not only teach collaboration, we use collaboration to teach - so we use the Habits to teach the Habits and help teams to embed them.

OPTION: ADD PRINT®

Deepen your understanding of communication and collaboration, providing valuable insights into personal and team dynamics, by including PRINT® in your program, delivered between The Introduction and The First Shift | Get Clear

By incorporating PRINT® you'll gain a deeper understanding of how we communicate and why.

And, when applied with the Bullshift Principles and Habits, you'll have a framework for fostering a culture of conscious communication through shared understanding.

THE FIRST SHIFT **GET CLEAR**

Our first focus is to notice when the communication is vague, sloppy, confused, foggy or completely missing – and **Get Clear**.

Why is this The First Shift?

- It's reasonably easy to identify vague communication and how it might be made clear.
- It may not always feel safe to say, "Let's be completely honest", but you can usually ask, "Can we please get clear on this?"
- Clearing up the vagueness can surface issues and solve problems.
- Naming the vagueness and getting clear tunes up our awareness and builds muscle for the more robust conversations we're moving towards.

Vagueness can cost time and resources, cause stress for individuals and create conflict in relationships. Getting clear saves time and resources, helps people to act with confidence and strengthens relationships.

THE FIRST SHIFT CONTAINS ONE PRINCIPLE AND FOUR HABITS: **PRINCIPLE: DON'T BE VAGUE > GET CLEAR**

- **HABIT #1: CHECK IN**
- **HABIT #2: INFORM, DISCUSS, DECIDE (IDD)**

Check-ins help people focus and connect. They're an investment you make at the start of a conversation or meeting that pays off for the rest of it.

How a person feels can have tremendous impact on what they hear and how they respond and helps people focus on the purpose of the meeting and connect to the people they're meeting with, which then improves the quality of the conversation.

Most good decisions involve three basic ingredients: Good **information**, good **discussion** and a **clear decision-maker**. Good information doesn't automatically lead to good discussion.

In Bullshift, we reckon it's better to **Get Clear** and be transparent.

The purpose of **Inform, Discuss, Decide** is to improve our decision-making process by **Getting Clear** on which stage we're in and who should contribute when.

- **HABIT #3: USE THE RIGHT TOOL**
- **HABIT #4: CLARIFY AND VERIFY**

Have you ever tried to turn a sausage with a hammer?

It's not impossible but why would you do it? Especially if you had a perfectly good pair of tongs lying around.

And yet this is what we do verbally on a daily basis. The Habit, **Use the Right Tool** explores the **six verbal tools: Question, Statement, Suggestion, Request, Instruction, Demand**, their purposes and how, when misused, they can lead to vagueness. And, when used well can help everyone to **Get Clear**.

The fourth and final Habit of The First Shift is to **Clarify and Verify**.

In most workplaces, there are so many statements, suggestions, requests and instructions that are open to interpretation, leading to misunderstanding, confusion and conflict. The process of checking understanding takes seconds here and minutes there but will save days, weeks and months in the long run.

This Habit explore how **Clarification shows intelligence** and **Verification shows respect**.

THE SECOND SHIFT **BE OPEN**

The second focus is improving our openness. In Bullshift terms, we distinguish between being open—letting it come in—and being honest—sending it out. If we encourage everyone to be honest and speak up more, who is doing the listening? That's why we work on our openness first—to encourage people to speak into it.

Why is this The Second Shift?

- The more open we are, the more honest people will be with us.
- The more honest people are with us, the more able we are to be honest with them.
- We earn the “right” to be honest with others in direct proportion to how open we’ve made ourselves. If I haven’t been open-minded in listening to you, why would you be open-minded in listening to me?

THE SECOND SHIFT CONTAINS THREE PRINCIPLES AND THREE HABITS:

PRINCIPLE: DON'T HAVE AN OPINION IF YOU DON'T NEED ONE > PARK IT

HABIT #1: NAME and PARK OPINIONS

Forming opinions too quickly can prevent us from getting information, receiving helpful feedback, being open to ideas or viewpoints, making a clear analysis or learning new things.

This Habit explores the benefits of noticing when someone's comments set off an automatic opinion and prevent you from listening or collaborating. It teaches you to **Name it, Park the Opinion**, listen and explore together.

PRINCIPLE: DON'T BE DEFENSIVE > BE CURIOUS

HABIT #2: 1 STATEMENT, 2 QUESTIONS

The purpose of the **Statement** is to express our automatic reaction – whether it's a feeling, opinion or fact. The **first Question** builds a bridge to curiosity and shifts the focus from our ego to the other person and the feedback. The **second Question** shifts our ratio to **two questions** for every **one statement**.

This means that, as long as the questions are "clean" and focused, we are fostering curiosity rather than defensiveness. It signals to our internal systems to slow down and create a safer conversation. When we act defensively, we discourage honesty and miss out on countless opportunities for new insights and learning.

PRINCIPLE: DON'T GET TOO EMOTIONALLY INVESTED > DETACH TO EXPLORE

HABIT #3: REPLACE "I" with "WE" and "IT"

If someone “takes ownership”, we usually mean they see themselves as accountable and take responsibility for getting stuff done.

It's great to have a healthy sense of “ownership” – caring about the quality of the work and its impact on everyone – but what happens when healthy ownership becomes ego-driven possessiveness?

Our investment in something can become a problem when we move from being passionate to getting attached and then continue right on to being obsessive or possessive.

In any workplace, we have the challenge of balancing these three things:

- **I** - the wants and concerns of the individual.
- **We** - the relationships and the collective purpose.
- **It** - the stuff we do (products, services, outcomes, solutions) and do it with (equipment, plant, technology, processes).

This Habit, **Replace "I" with, "We", and It** explores how we can detach to explore what's true and useful.

THE THIRD SHIFT **BE HONEST**

We now try to build on the first two Shifts and be more honest – both with ourselves and with others.

Why is this The Third Shift?

- We've built greater awareness and a bit of muscle from **Getting Clear**.
- We've improved our ability to listen more effectively, reduce our attachments and get from defensiveness to curiosity – to **Be Open**.
- If we've done this work diligently, we've likely built rapport for more honest conversations.
- We've also built more ability in having them through our awareness of the other Principles.

THE THIRD SHIFT CONTAINS FOUR PRINCIPLES AND FOUR HABITS:

PRINCIPLE: **DON'T MAKE EXCUSES > TAKE RESPONSIBILITY**

HABIT #1: **USE THE CHOOSING WORDS**

Excuses disempower us, obscure the truth, put us in the child position and lead to repeating mistakes. Taking responsibility empowers us to be adults, deal with reality, learn and grow.

This Habit - **Use the Choosing Words** means replacing the common, automatic and often unconscious habit of avoiding responsibility with the uncommon, conscious habit of owning it.

PRINCIPLE: **DON'T EXPRESS OPINION AS FACT > EXPRESS OPINION AS OPINION**

HABIT #2: **USE "I" STATEMENTS**

Expressing opinions as fact can manipulate information, turn beliefs into “reality”, block collaboration and distort our understanding of a problem or situation.

Through this Habit we explore the benefits of **Using "I" Statements** when the stakes are high – or when we are just not clear on the distinctions between the facts and everything else to improve communication and check your self talk.

PRINCIPLE: **DON'T PRETEND > BE AUTHENTIC**

HABIT #3: **STATE YOUR WANTS and CONCERNS**

Authenticity fosters stronger relationships. It allows:

- Individuals to be true to themselves and bring the best of who they are to work.
- Honest conversations and effective collaboration.

This Habit, '**State your Wants and Concerns**,' helps express thoughts and feelings without over-sharing, opening up dialogue and exploring opportunities.

PRINCIPLE: **DON'T MUTTER > SPEAK UP**

HABIT #4: **SPEAK TO, NOT ABOUT**

Bad things can happen when we don't speak up. Opportunities get missed, and issues are not addressed. And collaboration requires **clear, open, honest** conversation, and that means **speaking up**.

It can be scary to “speak truth to power” and “manage upwards”, and equally hard to challenge peers and friends. We risk everything from unpleasant emotions to vicious persecution. However, the more we do it, the more likely we are to improve.

This Habit explores how to reduce side conversations, build robustness and turn muttering into preparation to **Speak to, Not About**.

THE FOURTH SHIFT COLLABORATE

The Fourth Shift, explores four more Principles that can be the last niggly blockers to collaboration and four more Habits – including a doozy that can instantly reopen a competitive conversation.

Why is this The Fourth Shift?

- Collaboration requires clarity, openness and honesty – so we've worked on all of those things in order first.
- It takes consciousness, leadership and effort for most teams to continually lift into Collaboration – and these last four Habits can help us to climb that last rung up from Co-operation to Collaboration

THE FOURTH SHIFT CONTAINS FOUR PRINCIPLES AND FOUR HABITS:

PRINCIPLE: DON'T USE SARCASM > SAY IT STRAIGHT OR DON'T SAY IT

HABIT #1: IF IT MATTERS, SAY IT STRAIGHT

Sarcasm can work as a casual way to deliver a message, but if that message has not landed, repeating the sarcastic approach can become its own problem. Using it frequently can wear out its value and lead to side conversations. And sarcasm is too often used as a weapon or a shield.

Sarcasm is one of the most common forms of **Subtext**.

This Habit teaches us to check our motivation and balance the jokes with positive straight-talking. **If It Matters, Say It Straight.**

PRINCIPLE: DON'T GOSSIP > BE RESPECTFUL

HABIT #2: TALK LIKE THEY CAN HEAR YOU

Gossip can be toxic and have a wide range of negative impacts, whether it be personal gossip or organisational gossip, it can poison the well which then leads to people being less able to trust the information they're getting, leading to anxiety, conflict and waste.

Here's the Habit to pour cold water on gossip: **Talk Like They Can Hear You.**

That's it! *Just do that and you're good.*

PRINCIPLE: DON'T USE CORPORATE SPEAK > USE MEANINGFUL WORDS

HABIT #3: EXPLAIN to INCLUDE

If your language doesn't inform, motivate or educate, it doesn't communicate. And any kind of exclusive language is a form of competitiveness.

The aim of this Habit is to identify those moments when Collaboration is blocked because – conscious or not – some people are using language that keeps their circle closed.

We **Explain to Include**, which could mean we define terms, provide context, tell the back story or describe the operating environment to others so they can usefully contribute,

PRINCIPLE: DON'T COMPETE > COLLABORATE

HABIT #4: ASK "HOW MIGHT WE...?"

When you compete, you don't listen, empathise, share honestly, analyse clearly or focus on the organisation's purpose. This Habit explores how to use this powerful combination of three words to:

- Switch on the thinking (**HOW**)
- Ignite the imagination (**MIGHT**)
- Remember we're doing this together (**WE**)

"How might we ...?" questions can engage people in collaboration rather than in competing for one fixed position and can shift people from persuading each other to thinking together.

THE FOUR SHIFTS WHAT DO THEY SAY ABOUT IT?

"This training should be compulsory for all leaders"

Participant, Deloitte

Thank you for the contribution Bullshift made to both Rezitech and the people engaged in the program who work at Rezitech. In receiving the December Shareholder and Management reports in recent days, our financial controller observed, "All participants spoke highly of the program and will continue to use it in both business and personal life". In my role as chairman of the board I have noticed the utilisation of aspects of the program by the participants. Some of our agenda items are now marked "I", "D", "D"! So Andrew, on behalf of the board and shareholders of Rezitech, many thanks for the positive outcomes you led us to.

Morris Nutbean, Haines Muir Hill, Consultant / Rezitech

"Hey, I really enjoyed the humour in this, what a new and refreshing concept. No negative feedback from me, looking forward to cracking on with this today."

"Love the format The actors make the scenarios come alive which reinforces the learning."

"Really enjoyed it, loved the humour and examples yet they were really relatable and I'm keen to keep learning. Thanks!"

"Hi Bullshift, great episode and I really enjoyed watching it. I found myself reflecting on where I am on the ladder and noticed that I cross between all levels except adversarial at different times. It has certainly provided a better perspective on my own behaviors and another tool to improve my working relationships."

Participants, Australian Geospatial Intelligence Organisation

"I found learning about the point curve in detail is extremely beneficial, to myself and any organisation."

Participant, Northern Districts Gymnastics Clubs

"This one was brilliant, like a mini movie"

Participant, Fremantle Football Club on the Finale Episode

"The wine scene is too funny!! loved it!"

Hey Bullshift team , probably the most relevant lesson for me in my work place (in my opinion) , with some great humour in the wine tasting sketch. cheers.

Participants, Woodside Energy and Seasol

"These clips are funny. Fact."

"This was a clever video to encourage people to leave feedback!! I enjoyed this one and am realising how often I use excuses instead of being honest"

Participants, Sandfire Resources

"Great lesson, definitely find that watching these episodes triggers a self-reflection and I try to reprise a scenario where I could have employed the information from the video. For me, it's about trying to transfer the learnings from the videos, and instil it so that it becomes a part of my subconscious processing. I do find that I wane in and out, so these videos are a welcome reminder to apply the principles."

Participant, Fremantle Football Club

"Speed of recovery! Love it! We are not perfect! Yes definitely work better being calm and collected - my best self. Have to work on the moments of speed of recovery."

"The conference call with the guy with the horns was hilarious! I could totally recognise when I reverted to my shadow self only last week."

Participants, Essential Personnel

This course has some really great practical tools to employ at work to improve our communication and to build our skills at getting clear. I really appreciate all ideas we can try out immediately.

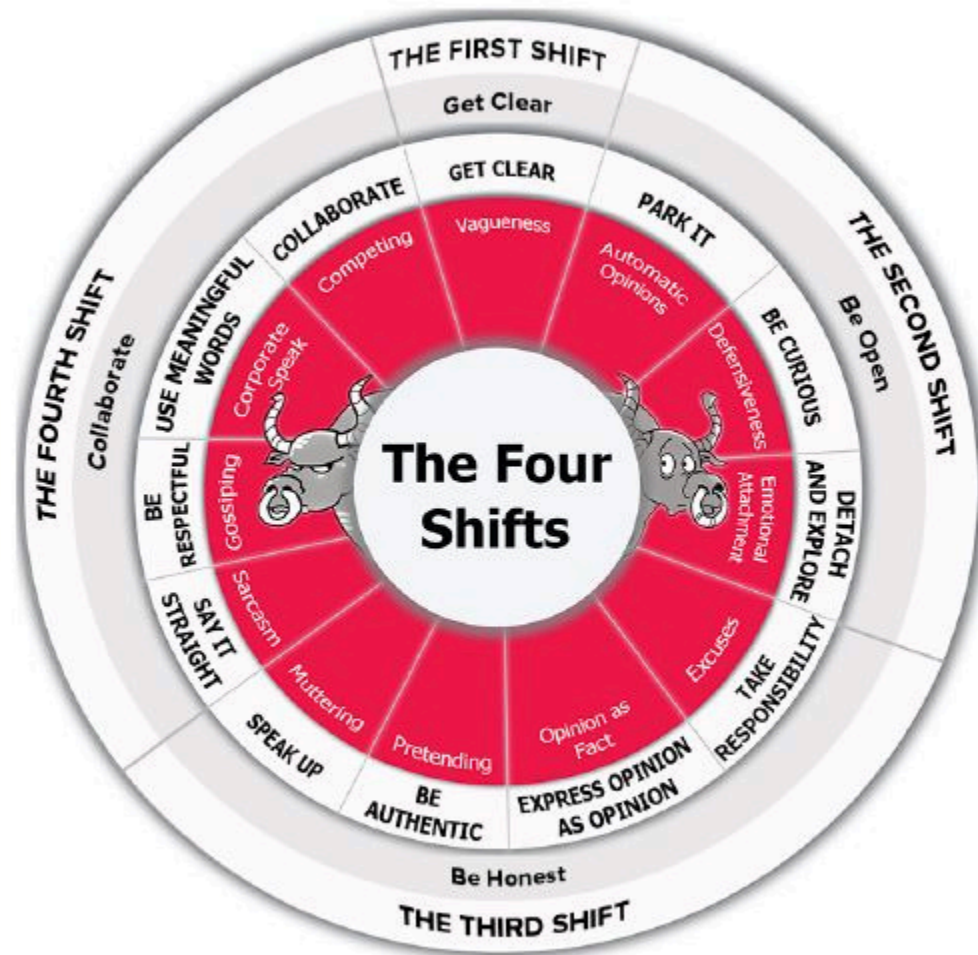
Participant, Office of National Intelligence

"Best episode yet. After two tough years bushfires/COVID/ lots of new work to absorb/running a high stakes Census we have lot of people (including me) who are in shadow far more often than usual and take longer to get back to best self. So very keen to see what discussion we get on this at our session. Thanks"

"I am really enjoying the whole course. Common sense backed up research and thoughtful program design all made to seem very simple".

Participants, Australian Bureau of Statistics

WE CAN HELP YOU **IMPROVE COMMUNICATION** **AND INCREASE COLLABORATION** WITH THE PRINCIPLES, SKILLS AND HABITS OF BULLSHIFT



Follow this link to visit our website bullshift.com
Bullshift 2023 ®

Bullshift