

The Four Shifts

Workshop Program

Get Clear

Be Open

Be Honest

Collaborate

Bullshift

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The Four Shifts.

Workshop Program

Bullshift begins with **The Introduction** to Bullshift and the four Core Aims - four practical frameworks to help us build more collaborative relationships, address issues early, communicate more clearly, and self-regulate under pressure.

Once those four foundations have been established, we make our way through the **Four Shifts** - the 12 Bullshift Principles and 15 Habits of Bullshift.

The Four Shifts Program identifies the bulls that block good communication in so many workplaces - such as vagueness, sarcasm, gossip and possessiveness - and suggests Principles and Habits to shift them - to help people shift how they talk and listen.



How it works

The workshops are facilitated explorations of how each tool can be applied to your workplace challenges - with peers supporting each other as you learn together.

We tackle the communication pain points that cost teams the most time and trust. The program provides a shared language for addressing issues together and co-creating the culture you want to work in every day - helping people to be happier, healthier and more effective at work.



Laugh together, get serious results

We learn and teach conscious communication through humour because when we're laughing, we're more likely to be listening and thinking together. Humour helps people to connect, reduces our defensiveness, and makes it easier to challenge our assumptions.



The Introduction to Bullshift

Bullshift starts with the **four Core Aims**. We look at our relationships, issues, self-expression and self-regulation through these four spectrums: **The Ladder of Relationships, The Point Curve, Subtext to Text** and **Shadow to Best Self**.

By better understanding how we move back and forth along these spectrums, we can strengthen our relationships, better manage our issues, communicate more clearly and honestly, and improve our self-awareness and self-regulation.

We call them the Core Aims because our Aim is to be at the healthiest end of these spectrums and because they are at the Core of Bullshift.



WORKSHOP 1 - HALF DAY 3.5 HRS

The Four Core Aims:

CORE AIM 1 THE LADDER OF RELATIONSHIPS

We distinguish between being **Adversarial**, **Competitive**, **Co-operative** and **Collaborative** - the intents, mindsets, behaviours and communication habits at each level. We explore what makes relationships go up and down - and what we can do to lift them up.



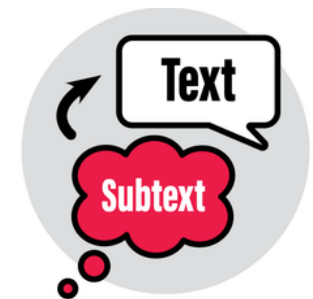
CORE AIM 2 THE POINT CURVE

We use The Point Curve to explore why people don't deal with issues at **Point Easy**, why we might still avoid them at **Point Hard**, and what some of us like about **Crisis Point**. Then we collaborate on what we can do to keep our issues down the Curve, address issues earlier and build a more proactive culture.



CORE AIM 3 GET THE SUBTEXT INTO THE TEXT

We look at different forms of **Subtext** including sarcasm, hints and polite restraint, and why people might use Subtext to communicate - whether conscious or not. Then we explore practical things we can do to **get the Subtext up into the Text** so we can be more clear, productive and collaborative at work.



CORE AIM 4 GET FROM SHADOW TO BEST SELF

Through humour and a balance of empathy and challenge, we explore Shadow reactions and the triggers or buttons that can set us off. We distinguish healthy venting from whinging, recruiting, stewing and gossip.

And we work on ways to improve our speed of recovery so we can spend more time in Best Self - including how can help each other with the environment we co-create.



The First Shift | Get Clear

Cut the vagueness with 4 Habits to Get Clear.

The First Shift | GET CLEAR helps us notice and fix unclear, sloppy, ambiguous or missing communication so everyone leaves conversations aligned on purpose, roles and actions.

The Principle is: **Don't be vague, Get clear**

We cover four practical **Habits** to help us apply this Principle.



WORKSHOP 2 - HALF DAY 3.5 HRS

The 4 Habits are:

HABIT 1: CHECK IN

A person's feelings can have a tremendous impact on what they hear and how they respond. Checking In helps us to understand a person's state before we start a meeting or conversation, helps people to focus on the shared purpose and connect with the people around them, which improves the quality of the communication.

HABIT 2: INFORM. DISCUSS. DECIDE (IDD)

We know good **decisions** usually come from useful **information** (facts, data) and robust **discussion** (thoughts, feelings, opinions, ideas), but who should contribute to the **discussion** and who **decides** (position, plan, actions)? And where are we in the conversation?

It's important to GET CLEAR and be transparent. Practising this Habit improves our decision-making and enables people to contribute more effectively at each stage of the process.

HABIT 3: USE THE RIGHT TOOL

We explore the use and misuse of six verbal tools: **Statement, Question, Suggestion, Request, Instruction, and Demand**.

We look at the purpose of each, why we sometimes use one when we mean another, and how, when the tools are used effectively, we can help everyone to GET CLEAR.

HABIT 4: CLARIFY AND VERIFY

A lack of clarity leads to stress, waste and conflict. We encourage people to normalise Clarifying and Verifying in the team's culture.

Clarify - check you understand.

Verify - check they understand.

A few seconds here, a few minutes there, can save days, weeks and months in the long run. It also helps everyone to Collaborate more effectively and execute with confidence.

The Second Shift | Be Open

Shift from defensiveness to curiosity, park automatic opinions, reduce your attachments and make it safer and easier for people to be honest with you.

The Second Shift | Be Open focuses on improving our openness. In Bullshift terms, we distinguish between **being open**—letting it in—and **being honest**—sending it out. If you want people to be more honest, you need to make sure you're open to it. That's why we work on our openness first—to encourage people to speak into it.

We explore **3 Principles** and **3 Habits**.



WORKSHOP 3 - HALF DAY 3.5 HRS

The 3 Principles and 3 Habits are:

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

HABIT: NAME AND PARK OPINIONS

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

This Principle is about the benefits of noticing when an automatic opinion is preventing you from listening or collaborating.

The Habit is to Name and Park the Opinion so we can listen more openly and explore together.

PRINCIPLE: DON'T BE DEFENSIVE, BE CURIOUS

HABIT: 1 STATEMENT, 2 QUESTIONS

When we get defensive, we discourage honesty and feedback miss countless opportunities for new insights and learning. When we're curious, we encourage others to be honest with us and help to make the feedback useful.

In applying the Habit, the purpose of the Statement is to express our automatic reaction – it could be a feeling, opinion or fact. The first Question builds a bridge to curiosity and signals that we're open to exploring. The second Question further opens up the discussion, tells our internal systems to calm down, and tells others this can be a safe conversation.

Is the feedback fair? Accurate? Useful? We're better able to work this out through collaborative enquiry, clear thinking and great questions.

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

HABIT: REPLACE "I" WITH "WE" AND "IT"

If someone "takes ownership", we usually mean they see themselves as responsible for getting stuff done. But "ownership" can become a problem when we get too attached or even possessive. When we're too emotionally invested, we lose the ability to see what's useful or true and we focus too much on our own preferences, not enough on the shared purpose.

The challenge is to balance:

- **I** - the individual's wants and concerns
- **We** - our relationships and collective purpose
- **It** - the stuff we do (tasks and outcomes) and what we do it with (equipment, structures and processes)

When we notice we've become too emotionally invested, we can Replace "I" with "We" and "It" for a meeting, a day, a week, to help restore balance to the I / We / It.

The Third Shift | Be Honest

The First Shift: **Get Clear** builds awareness and develops some strength for more open and honest communication. The Second Shift: **Be Open** increases our ability to listen, think objectively and receive information or perspectives we find challenging or uncomfortable.

Our third focus is to **Be Honest** - take responsibility for what you can control, separate facts from opinions, state your wants and concerns, and speak TO people rather than just ABOUT them. Distinguish healthy venting from whinging, muttering and recruiting and know when to speak up.

There are four Principles and Habits.



WORKSHOP 4 - HALF DAY 3.5 HRS

The 4 Principles and 4 Habits are:

PRINCIPLE: DON'T MAKE EXCUSES > TAKE RESPONSIBILITY

HABIT: USE THE CHOOSING WORDS

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.

It means looking for what choices we *did* make or *can* make and stating them plainly. It's not about judging other people for their choices - it's not even about judging ourselves for the choices we make - it's simply about being honest and taking responsibility for them.

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

HABIT: 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.

The recommended Habit is to notice those moments where the stakes are high, there's heat in the conversation, there's a risk you'll unduly influence others or convince yourself, and - in those moments - Use "I" Statements.

PRINCIPLE: DON'T PRETEND > BE AUTHENTIC

HABIT: STATE YOUR WANTS AND CONCERNS

Authenticity fosters stronger relationships because:

- Individuals who are true to themselves are more likely to bring their best to work.
- It encourages others to respond by being more authentic themselves.
- You build greater trust through authentic connection.
- You get more cards on the table to better understand a problem and collaborate on solving it together.

This Habit, State Your Wants and Concerns, helps us to be authentic while still professional.

PRINCIPLE: DON'T MUTTER > SPEAK UP

HABIT: SPEAK TO, NOT ABOUT

We all have frustrations in our work and it's essential we express them - in a healthy way. In Bullshift, we distinguish between venting (to express and let go), speaking up (to get something changed), whinging (with no intent to change or let it go), and muttering (whinging and recruiting others to join in).

When we don't speak up, opportunities are missed, and issues go unaddressed. Collaboration requires clear, open, and honest conversation, which means speaking up.

This Habit explores how to vent consciously, get perspective and then Speak to, Not About.

The Fourth Shift | Collaborate

Collaboration requires clarity, openness and honesty – so we've worked on all of those things in order first.

It also takes consciousness, leadership and effort and these last four Habits can help us to climb that last rung up from Co-operation to Collaboration. We work on enabling healthy dissent, reducing the sarcasm, eliminating gossip, replacing corporate speak with meaningful words and asking questions that start with, "How might we ...?"

We explore 4 Principles and 4 Habits.

WORKSHOP 5 - HALF DAY 3.5 HRS

The 4 Principles and Habits are:

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

HABIT: IF IT MATTERS, SAY IT STRAIGHT

Sarcasm is one of the most common forms of Subtext. It can work as an informal way to deliver a message or raise an issue but perpetual sarcasm can become its own problem and lead to side conversations.

Sarcasm is too often used as a weapon or a shield or a way of being exclusive.

This Habit is to check our motivation and impact and then: If It Matters, Say It Straight.

PRINCIPLE: DON'T GOSSIP > BE RESPECTFUL

HABIT: TALK LIKE THEY CAN HEAR YOU

Gossip can be toxic and have a wide range of negative impacts, both personal and organisational.

It can poison the well, making people less able to trust the information they're getting, and leading to anxiety, conflict and waste.

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

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

HABIT: EXPLAIN TO INCLUDE

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 or just doesn't convey real meaning.

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

This Habit - Explain to Include - could mean we define terms, provide context, tell the back story or describe the operating environment so people can better contribute.



PRINCIPLE: DON'T COMPETE > COLLABORATE

HABIT: 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:

- HOW = Let's think
- MIGHT = of ideas, possibilities, options
- WE = together

Whenever we find ourselves blocked, at an impasse, feeling torn between two polarised options or competing against people we're supposed to be working with, we can ask "How might we ...?"

What our clients have to say...

"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" **ONI, Participant**

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"The Bullshift program hit the mark for my leadership team. Andrew skilfully and professionally challenged each team member to reflect on their behaviour through material that was both thought-provoking and confrontational. His incredible humour ensured that participants were able to laugh at behaviours without losing the message, nor the motivation to change. People are talking about it positively and changing their behaviour accordingly." **BHP, Client**

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"I was a little sceptical when I started the program (I mean, it is common sense, right then again, common sense is not especially common) ... and found that the BTV and the Webshops have become a happy island in my week. I miss it when it isn't there, and I will miss it after this week when the program finishes for me. The time to reflect on., and practice some simple tips to make communicating more effective, and less frustrating, has been awesome." **ABS, Participant**

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"The best training I have been to in years. I thought it was very relevant, loved the interactivity and bite-sized learning approach, and the humour. I also appreciated the diversity of the cast and that genders weren't typecast." **Defence, Participant**

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"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." **Fremantle Football Club, Participant**

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

"... Just wanted to let you know that I did my webshop prep, and wanted to feedback that I thought it was brilliant!..." **WAPHA, Participant**

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"It was a great mix of content, humour and activity, the length was ideal, and the quality was great – nailed it!" **ABS, Participant**

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"I have no idea how we are ever going to better this in future years." **Edith Cowan University, Client**

"Honestly - this is the best presented program I have attended over my career. Content is relevant, well presented and clear. Practical sessions linking to BullshiftTV were great - I loved the interaction with Andrew and colleagues. BullshiftTV was fantastic - well produced and presented. I think the cadence is suited to every fortnight." **ABS, Participant**

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"This training should be compulsory for all leaders" **Deloitte, Client**

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Our Clients have included:

COMMONWEALTH GOVERNMENT

- Australian Bureau of Statistics
- Services Australia
- NOPTA
- NOPSEMA
- Department of Finance
- Department of Home Affairs

STATE GOVERNMENT

- Watercorp
- WA Departments of Child Protection and Family Support; Water and Environmental Regulation; Education; Local Government, Sport and Cultural Industries; Health; Fire and Emergency Services; Transport
- SA Health

LOCAL GOVERNMENT

- Local councils including Busselton, Cambridge, Canning, Claremont, Frankston (VIC), Fremantle, Geraldton, Bendigo, Great Southern, Joondalup, Marion (SA), Queanbeyan (ACT), Stirling, Subiaco, Swan, Victoria Park, Vincent, Wanneroo, Kalamunda, Hunters Hill (NSW), Rockingham, Long Reach Regional Council,
- WALGA
- LG Professionals

STATE AND FEDERAL LAW ENFORCEMENT

- Australian Institute of Police Management
- Australian Criminal Intelligence Commission
- Corruption and Crime Commission WA
- Australian Border Force
- Office of the Director of Public Prosecutions
- Victoria Police
- Queensland Police
- WA Police
- WA Police Legacy
- Victorian Police Union

INTEL, DEFENCE, SECURITY

- ASIO
- Australian Signals Directorate
- SAS
- Australian Geospatial Intelligence Organisation
- Australian Border Force
- Australian Taxation Office
- Office of National Intelligence

COURSES HAVE INCLUDED

- Advanced Human Source Management Program
- Advanced Surveillance Program
- Intel Officers Development Program
- Family Investigative Liaison Officers Program
- National Human Trafficking Roundtable
- Undercover Officers Program
- Australasian Police Integrity Forum
- ATO/AFP Specialist Interviewing Teams
- Sex Crimes Investigators
- Covert Online Engagement Teams
- Detective Training Program
- Management of Serious Crime (Canberra, Singapore and Indonesia)

EDUCATION

- Curtin University
- Edith Cowan University
- UWA
- Six WA TAFEs
- School Business Managers Association QLD
- State School Administrators SA
- WA State Schools Registrars Association
- NSW Primary Principals Association
- Principals Federation WA
- WA Independent Primary Principals' Association
- WA Primary Principals' Association
- 150 primary and secondary schools over 33 years

PUBLIC COMPANIES

- Woodside
- Wesfarmers
- Santos
- BHP
- BGC Construction
- Bendigo Bank
- Ticketmaster
- Bankwest
- Ramsay Health Care
- Sandfire
- Coles
- Seasol
- Rio Tinto
- BP

PRIVATE COMPANIES

- Ernst & Young
- ABN Group
- Rezitech
- ICON Engineering
- Market Creations
- Integrated ICT
- IT Vision
- Brownes Food Operations
- Summit Homes
- JWH Group
- Satterley Group
- Georgiou Group
- WesTrac

ARTS

- Melbourne Symphony Orchestra
- Queensland Orchestra
- WA Symphony Orchestra
- Adelaide Symphony Orchestra
- Tasmania Symphony Orchestra
- Barking Gecko Theatre Company
- Black Swan Theatre Company

Bullshift: The Shift Shed

Want to keep practising Bullshift or share it with your team?

Practical, on-demand tools for conscious communication, including videos, audio, Culture Conversation agendas and downloadable resources. Use a shared language to improve your culture and be happier, healthier and more effective at work.

Bullshift: The Shift Shed

\$39 AUD

*One-off payment per individual login.
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operates the platform.*

Simple price - No renewals

- ✓ Unique login for every learner
- ✓ No subscriptions or renewals
- ✓ No “upgrades” or levels of packages
- ✓ Get all of our online resources at once

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How to get \$39 value in 2 weeks

Individuals: Watch or listen to Episode 1.
Read the chapter in the e-book.
Download the PDF of 10 Tips.
Apply one of them.

Teams: Watch or listen to Episode 1.
Do the first Team Shifty Culture
Conversation. Commit to one Action.

Leaders: Watch or listen to Episode 1.
Ask the person you're Inducting or
Coaching to do the same.
Have the first one-on-one Culture
Conversation. Commit to one Action
each.

There's \$39 in value.

Everything after that is a bonus to enjoy.



SCAN



We have delivered over **7,000** sessions for more than **500** clients over **30+years.** Since 2020, over **6,000** people have watched **Bullshift TV.**

"I really like about the effort that's been put into making the videos to demonstrate the concepts being discussed. A picture is worth 1000 words, so I think a video is worth 10,000 words in this case, as a figure of speech that is."

"I see "Bullshift" as a "roadmap" of how to better deal with the challenges of business and relationship management. The "roadmap" can be used to work through specific issues in an orderly and structured manner."



"I've really enjoyed the program, the authenticity really comes through in the Bullshift TV. The skits bring relevance and real-world examples of the concepts, which is really helpful. The humour makes it superior to other programs I have participated in, which are death by PowerPoint and/or droning hosts with handouts and break-out session-styled. It's apparent this comes easy to the Bullshift team, and that brings that authenticity and believability to the program - you are clearly passionate, and practice not just preach"

"I have heard people use the terms in broader organisational meetings; the ladder of relationships, especially, is something that is resonating with the leadership group, and that is often talked about when difficult discussions are occurring, and the question is asked about how we move up the ladder."

