

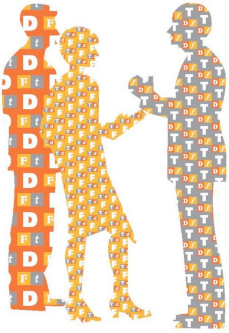
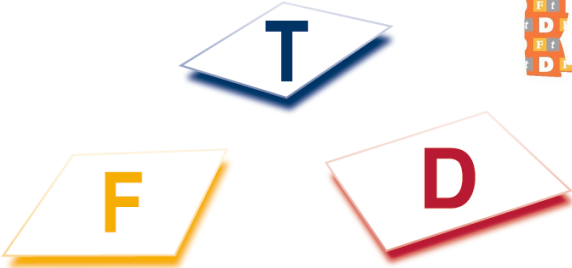


Influencing &  
Leading in  
Turbulent Times

**Breakout Session**  
**March 25, 2011**  
Jerry Klarsfeld, CEO  
TDF International



**We all perceive the world  
through three lenses called T, D  
and F**




**Each of these lenses focuses on a different part of reality**

Facts

Connections

Choices




**The strength of these lenses differs from person to person, from strongest to weakest.**

Facts

Connections

Choices



## TDF Big-Lens Families

### Big T

- See facts
- Value analysis
- Learn by observing
- Methodical
- Act on plans

### Big D

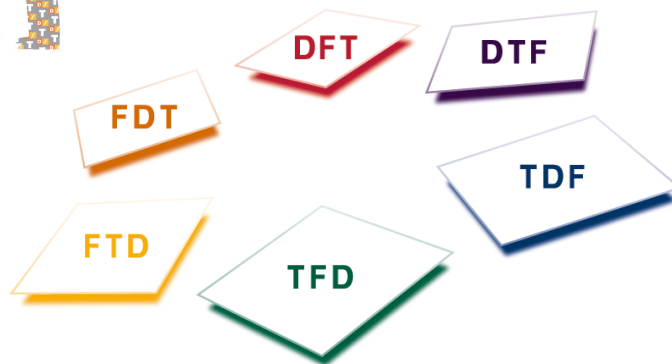
- See choices
- Quick opinions
- Learn by acting
- See simplicity
- Improvise

### Big F

- See unity
- Value interaction
- Learn by participating
- See complexity
- Build connections



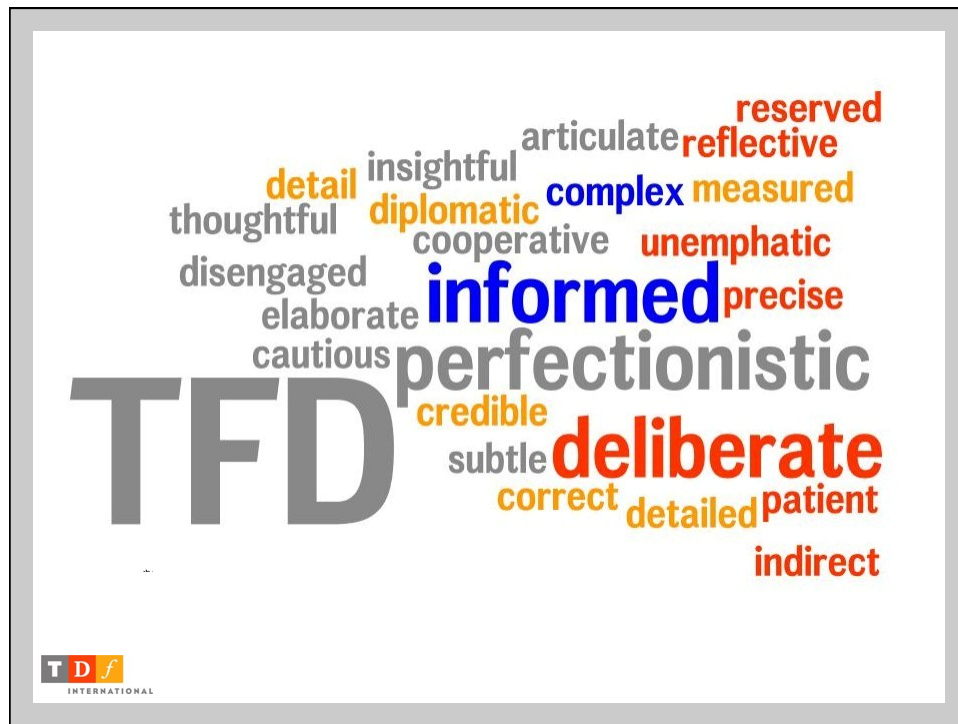
## Three Lenses of Differing Strengths = Six Patterns





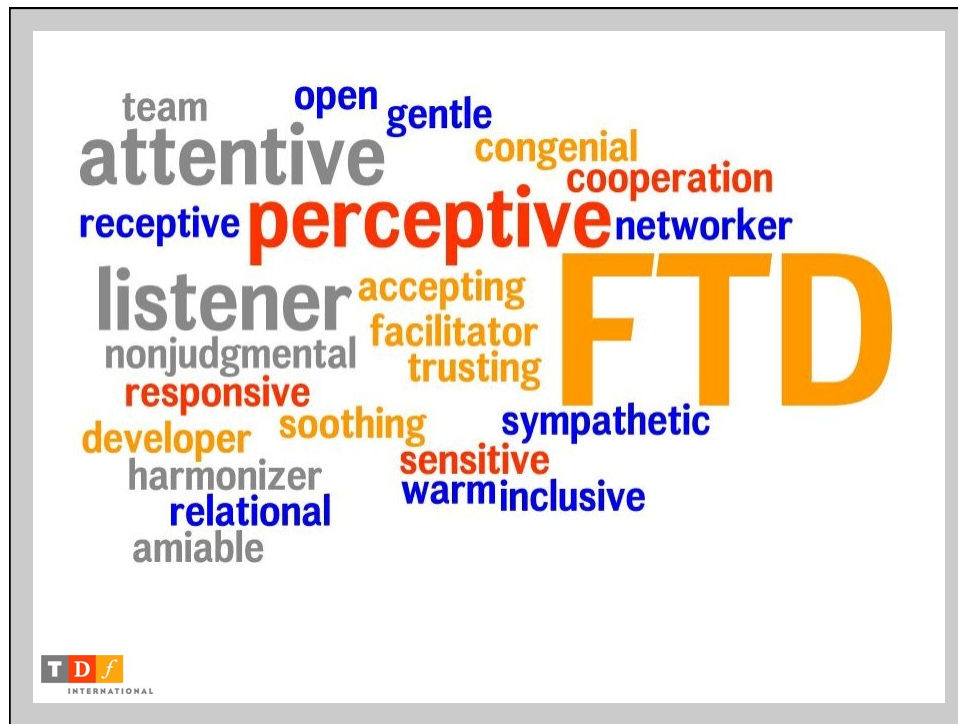
## Be Prepared for **T D f**

- Lead with facts and justifications
- Have an agenda and follow it
- Keep it factual
- Don't be personal or emotional
- Don't push for a quick response or it will be negative / critical
- Don't take their responses personally
- Keep it brief
- Help them see the organizational implications



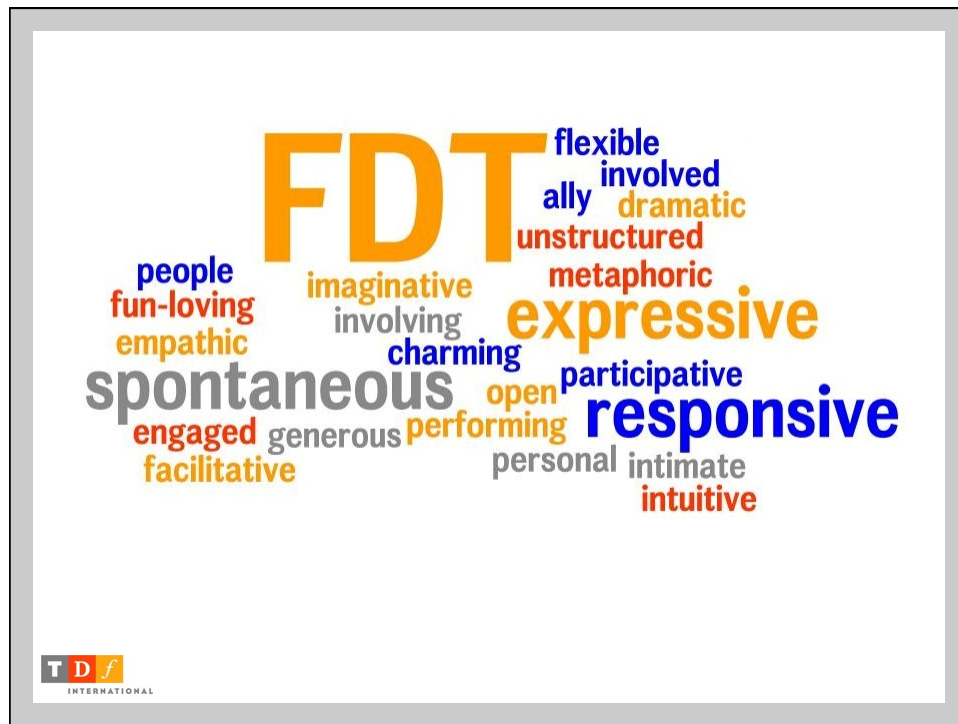
## Be Prepared for **T F d**

- Do homework first
- Be thorough, detailed and orderly
- Have all the facts and evidence
- Explain the context/big picture
- Don't overstate it
- Don't push for the conclusion in the moment
- Ask the TFD questions or for input, then wait
- Help them see when to stop gathering information and context



## Be Prepared for **F T d**

- Be conversational
- Connect with the person
- Start with the context - what's the story
- Give them all the implications and facts
- Ask questions to get feedback, then wait
- Don't push for the conclusion in the moment
- Don't assume receptiveness guarantees agreement
- Help them accept action when consensus isn't possible



## Be Prepared for **F D t**

- Start with the context - what's the story
- Engage the person
- Be ready to “jump around”
- Be patient with their complexity
- Bullet point the facts
- Let them think out loud, wait for the point
- Don't assume it's “not personal”
- Help them focus and organize their thoughts concretely



**Be Prepared for** **D E t**

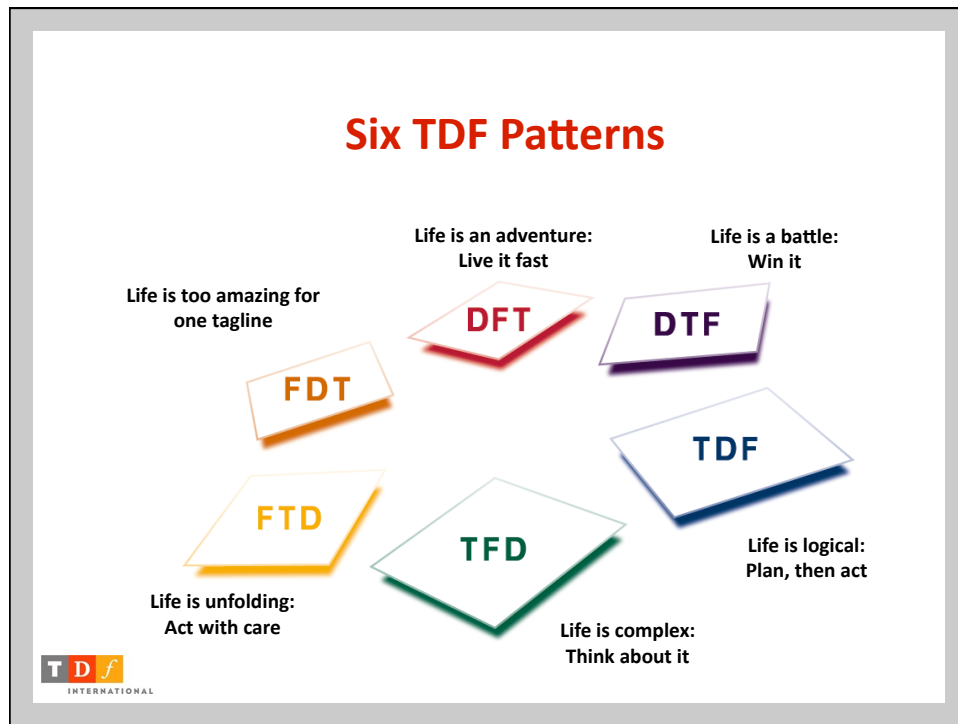
- Expect to go fast
- Start with the conclusion or goal
- Bullet point the facts
- Expect fast response or engagement
- Be ready to “jump around” on your agenda
- It's OK to push back or challenge
- Tell “what”
- Help them slow down to consider the facts before acting

**T D f**  
 INTERNATIONAL



## Be Prepared for **D T f**

- Start with the conclusion or goal
- Focus on the bottom line
- Don't be subtle: Just say it
- Get to the point, stay on point
- Have the data ready, structured to support the point
- Present with confidence
- It's OK to push back or challenge
- Help them to see consequences of their actions



## Find Your Pattern and Discuss:

- What is most important to know about your TDF Pattern?
- What do you bring to your organization?

**T D f**  
INTERNATIONAL

## Be Prepared

- What do you want from the other Patterns? How can they help you?
- On the Be Prepared poster, what is the one thing you want others to know?



## A quick tweet

- What's the one thing you're going to take away from today (keynote and breakout)?
- If you would like to take our online TDF Pattern Inventory at no charge, please pick up the handout.

