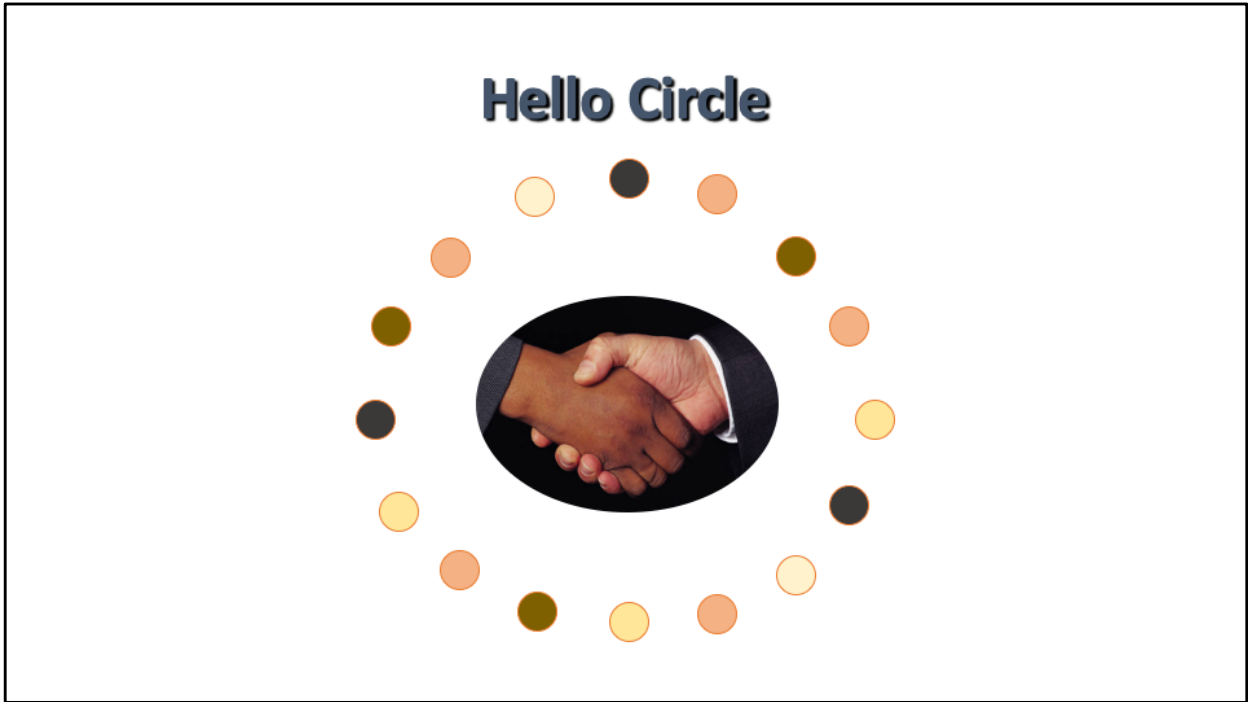




WORKSHOP 2 OF 3



We do this at the beginning of all workshops as a 'nod' to our founders – a business school dean, a neuroscientist and a nun. They adapted this from a native Central American tradition of making sure everyone had been greeted before a big meeting began.

After doing this, ask people what they noticed:
ENERGY and connection increases.

Did anyone meet someone for the first time?

*Think. Act. Feel.
Feel. Act. Think.
Feel. Think. Act.*

Most organizations are built on the aspirational premise that people Think, Act and Feel – in that order.

Does that seem right to you?

This flawed belief has led us to approaches that emphasize separating “work” from “personal.” It led Henry Ford to ban the telling of jokes at work. It forced people to overly compartmentalize their lives and create work personas and their “real” personas. We’ve built processes that disregard people’s emotional responses, that assume logic and this has led to uncounted bad decisions and lost value.

The consequences for business and people have only gotten worse as the work we do becomes more cognitive and less physical, more solution-finding and less task driven.

The fact is our brains are not wired this way. Over the last 30 years, researchers of many types – Neuroscientists, Economists, Evolutionary biologists, among them – have demonstrated that we Feel, then Act on that feeling; and then Think up reasons to explain our actions.

Because of the way our brains developed and are ultimately wired, the best we can hope for is Feel, Think, Act.

But in no world we know of does Think come first. We cannot delude ourselves by disregarding emotions. **Feel always comes first.**

PERFORMANCE CULTURE SKILL SETS

Informed by experience, data and science, the Performance Culture is employee-driven and guided by leaders who apply brain-savvy skill sets in pursuit of their vision of success.



Feel. Think. Act. Requires a different set of skills are necessary to achieve a high performance culture.

We survey around 12,000 companies each year in a broad range of industries and from those surveys we've identified the four skill sets necessary to be a performance-focused business.

These skill sets build on each other. You'll notice that the first are about creating the conditions necessary for people to perform excellent work. The last two involve getting those people to better create and manage their tasks.

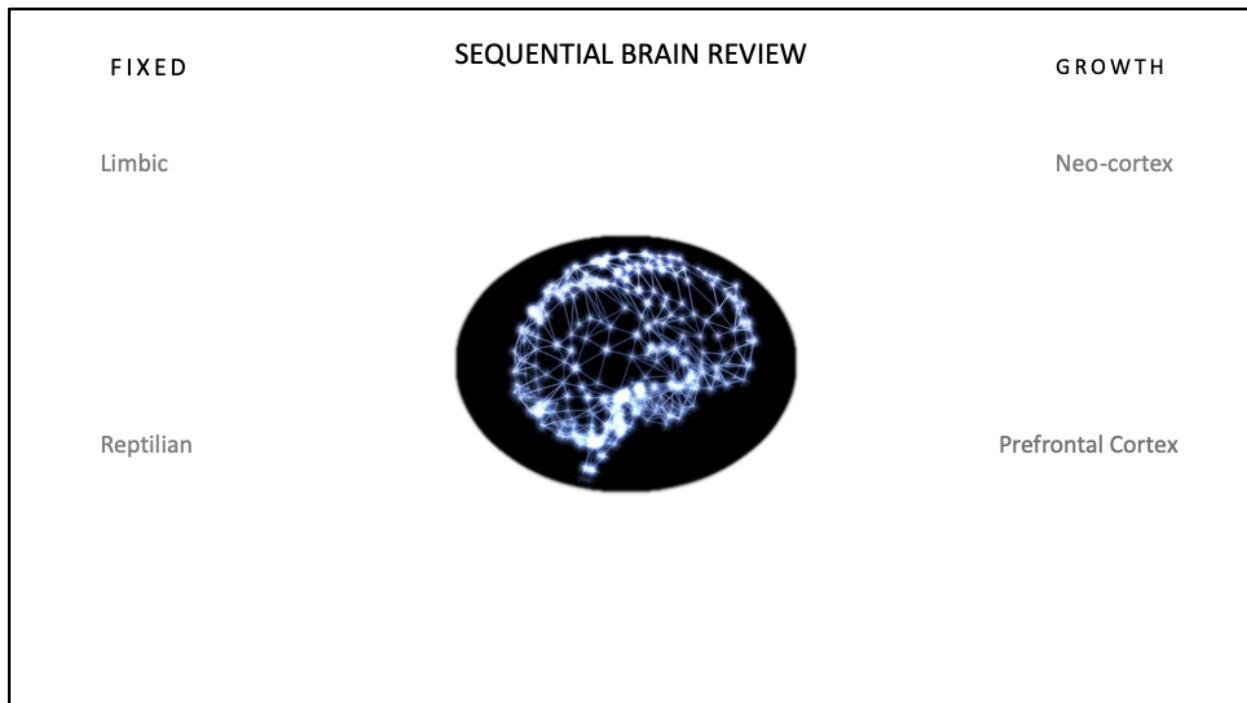
This is what companies should mean when they say things like "our people come first."

- Keep the circle
- Speak respectfully (even if the person isn't here!)
- One person speaks at a time
- Name tags stay on
- Electronics stay off until breaks
- Change seats after breaks



We invite them to add to these rules, which we transfer to a flip chart and post in the room.

GO OVER DAY. BREAKS? LUNCH? FINISH TIME?



SUMMARY OF SEQUENTIAL NETWORKS BRAIN MODEL

Either have them teach it to you or conduct a brain train exercise.

FIRST EXPLAIN:

REACTIVE - Fast thinking, which can be efficient but is prone to error

PROACTIVE – Less likely to create errors but it is hard work and this

brain tires quickly

HOW DO WE REACT QUICKLY BUT THINK SLOWLY???

Brains receive input from the outside world, their neurons do something to that input, and create an output. That output may be a thought (I want curry for dinner); it may be an action (make curry); it may be a change in mood (yay curry!). Whatever the output, that “something” is a transformation of some form of input (a menu) to output (“chicken dansak, please”). And if we think of a brain as a device that transforms inputs to outputs then, inexorably, the computer becomes our analogy of choice.



For some this analogy is merely a useful rhetorical device; for others it is a serious idea. But the brain isn’t a computer. Each neuron is a computer. Using that analogy, your brain contains 85 billion computers.



Check-in

1. Name, # of reports
2. Have you used a tool from the first workshop?
3. If yes, where were you on the Courage Scale after using it?
4. If no, what kept you from trying?

| The Courage Scale | |
|----------------------------------|----------|
| <i>by David R. Hawkins, M.D.</i> | |
| Level | Log |
| Enlightenment | 700-1000 |
| Peace | 600 |
| Joy | 540 |
| Love | 500 |
| Reason/Logic | 400 |
| Willingness | 310 |
| Openness | 250 |
| Courage | 200 |
| Anger | 150 |
| Fear | 100 |
| Grief | 75 |
| Apathy | 50 |
| Guilt | 30 |
| Shame | 20 |
| Death | 0 |



Everyone gets to hear their voice and contribute within first 5 minutes

People should respond to both questions. Remind them the Scale is not about where they are as a person forever, but where they are now, at this moment. People move up and down the scale all day.

Your challenge is daunting

6+ brands, each with their own history and culture

11 offices on 4 continents; multiple time zones

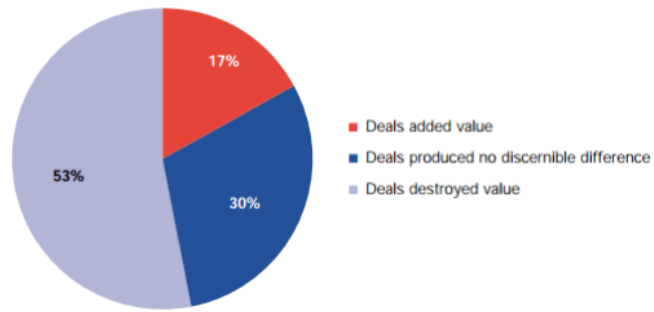
Aggressive owners; more purchases coming



TOXIC POOL EXERCISE

MOST M&A DEALS DESTROY VALUE. WHY?

Figure 1: Objective measure of success in unlocking value



KPMG: Mergers and Acquisitions: Global Research Report

Purchasing a company with its own culture and practices is not work for the faint-hearted.

We have all heard that most mergers don't work – for every Exxon – Mobil, there is an AOL/Time-Warner, Daimler-Chrysler and Sears/ K-mart.

The actual numbers are even scarier: KPMG, in partnership with Energage, has tracked hundreds of mergers and acquisitions and found that just 17 percent added value.

More disturbing, 53 percent actually destroyed value.

Just 9% of company's that added 3+ firms in two years created new value.

Page 9

TOXIC POOL CONTEXT

WHAT CEOs WISHED THEY HAD PAID MORE ATTENTION TO:

1. Managing Cultural Integration

2. Aligning Leadership Team Around Vision of Success

3. Convincing frontline managers to act, not wait

4. Process Improvement

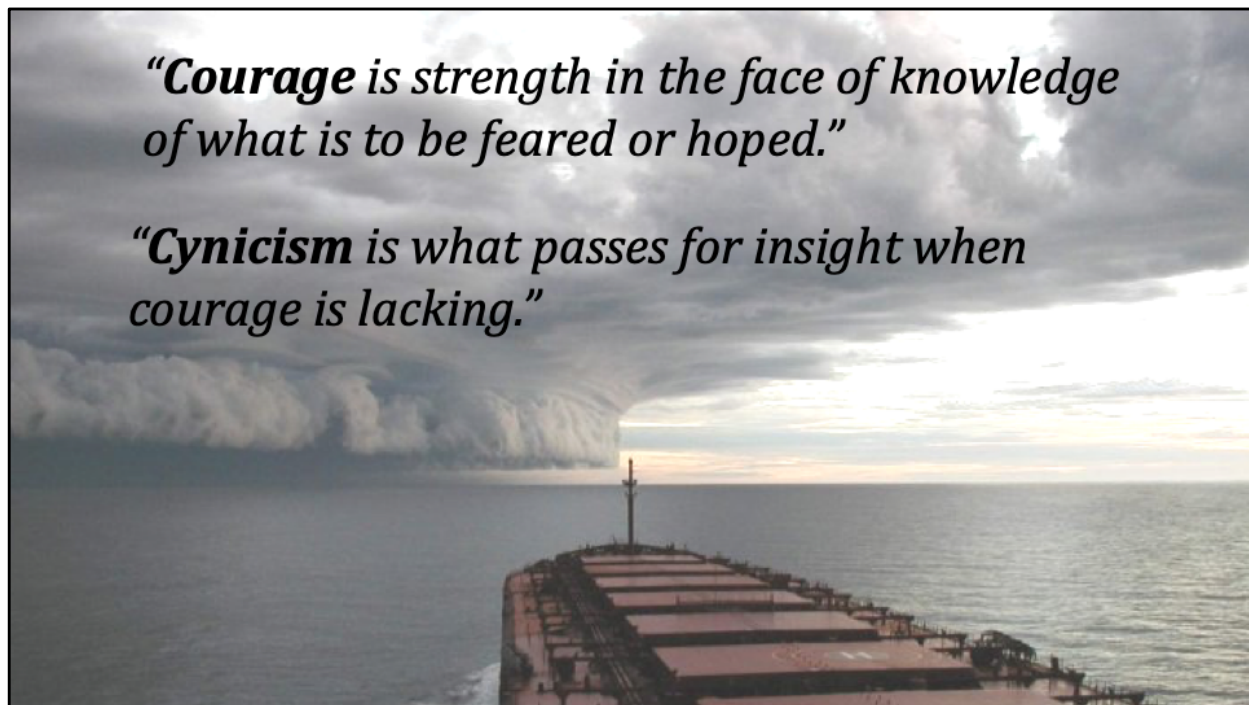
KPMG interviewed the CEOs of those companies whose value was destroyed and asked what they wish they had paid more attention to that could have made a difference.

Among other findings:

- **92 percent** of all CEOs said they would have benefited from greater cultural understanding.

- **70 percent** said too little time and effort was spent on integrating cultures.

TOXIC POOL CONTEXT



“Courage is strength in the face of knowledge of what is to be feared or hoped.”

“Cynicism is what passes for insight when courage is lacking.”

Purpose: To define courage needed at all levels and to illustrate how people can respond to “change” differently depending upon their experiences.

Talking Points:

Answering these questions takes courage...

- You clearly have a significant challenge ahead of you. People can experience “challenge” as if they were moving into a storm
- Depending upon a person’s experience with change, their response could be different:

The last change we went through was horrible, I can’t face another one

We have been through changes like this before, we will just ride it out

I like change because the weather around here has been humid, stifling and when the storm/change passes it will be a new day

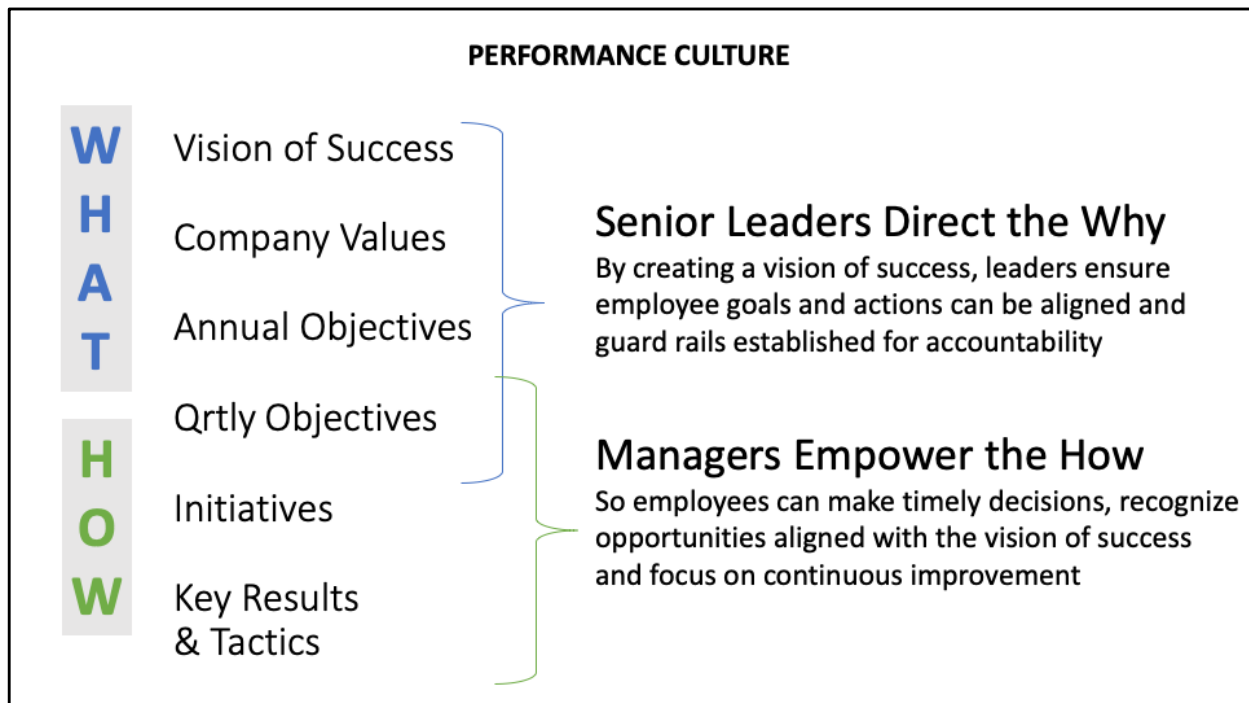
- Courage is a critical element regardless of our response to change
- Courage is strength in the face of perceived danger

Tie-Down:

- Change can feel like a storm
- People may respond differently to change
- Courage is about taking action in the face of danger

Improving team performance is not a linear, rational problem: there’s no “right” answer. This means that our conscious problem-solving resources are not very helpful when we’re addressing these sorts of issues.

We can begin by having clear roles and responsibilities.



In a Performance Culture, senior leaders set the why and the what – the vision of success, the values and the metrics that they believe the company must reach in order to sustain growth.

The leaders that report to them – the directors and managers – are responsible for crafting the how by tapping into the knowledge of those closest to the product and the customers.

The two groups overlap on setting quarterly objectives that lead to annual objectives.

When things go wrong at a company, it most often is because senior leaders are spending too much time in the “HOW” and not enough time choosing the right WHY and WHAT.

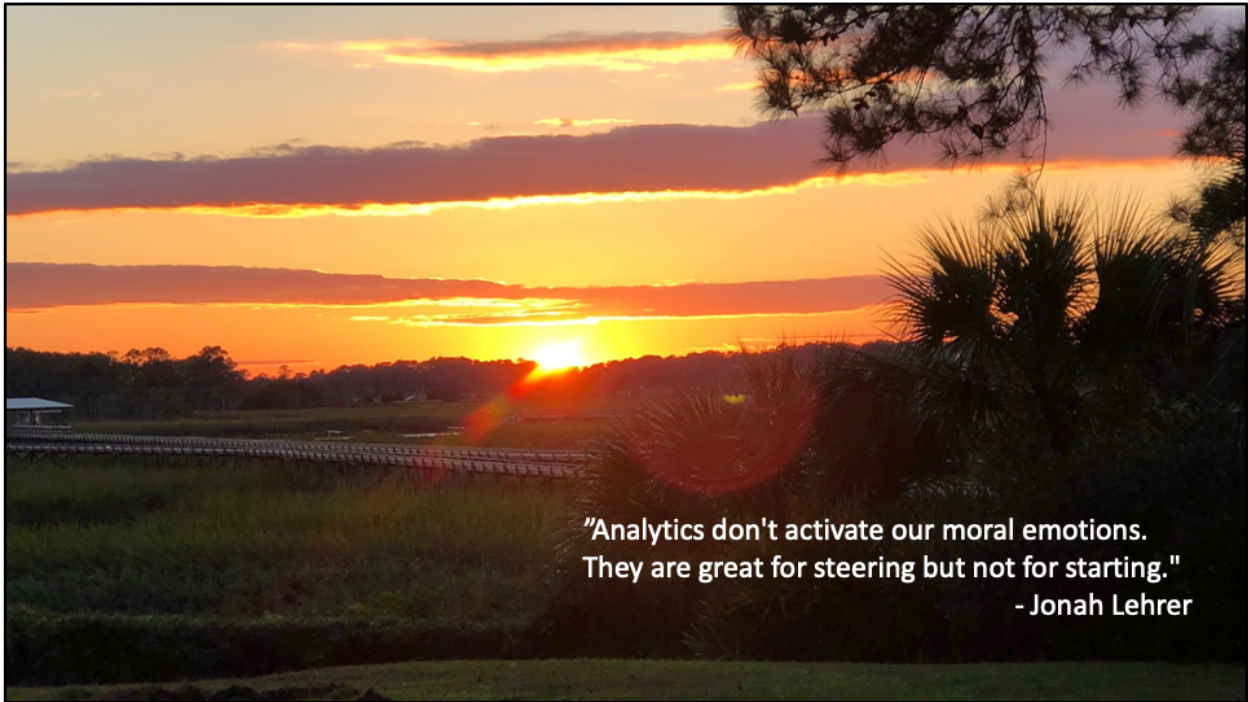
YOU ARE THE “**HOW**”
THAT WILL DETERMINE WHETHER CM GROUP SUCCEEDS



YOUR UNDERSTANDING OF THE SKILL SETS
WILL DETERMINE YOUR INDIVIDUAL SUCCESS
AND THAT OF YOUR TEAM.

Self-explanatory but worth lingering on.

What does it mean to participants to be the HOW?



"Analytics don't activate our moral emotions.
They are great for steering but not for starting."
- Jonah Lehrer

The OKR process is numbers, but not just numbers.
It is about milestones, but more than milestones.

It is about connecting the HOW WE WORK EVERY DAY to the meaningfulness we
crave as part of our human nature.

HOW WILL YOU BE DIFFERENT?



**They are called Leaders
because they
Go First.**

They extend trust, often before there are reasonable signs to do so.

They reach out when others withhold.
They take a risk when others step back.

**Someone has to go first and that's
why they are called leaders.**

This is the first law of leadership.

Leadership is often thought of in terms of being the first ... to accomplish a task, reach a milestone, invent something.

We need leaders to go first.



And the second law of leadership is like unto it:

Go Back.

A leader is of little use to others if – having discovered the way to cross the raging river – the leader stays there, jumps up and down, waves their hands and calls on others to find their way, too.

But there are two sides of Leadership – Going First and Going Back.

When we sign up for being a leader we usually have one or the other in mind, but rarely both.



Leadership requires meeting people where they are and showing them the path to the opposite shore.

Sometimes you can point the way;
sometimes you supply the rope.

There is no perfect check-list for how to do this. We can share the principles and values that have helped others.

Being a leader boils down to this:

**Go First.
Go Back.**



STRETCHING PEOPLE'S EXPECTATIONS
OF WHAT THEY CAN ACCOMPLISH AS A TEAM

GOING FIRST IS BEING AMBITIOUS AROUND CONTRIBUTION

- ▲ **Develop and support tactics** that clearly support the Vision of Success
- ▲ **Identify performance barriers**, such as knowledge, process or people, and be proactive about removing them.
- ▲ **Incorporate an understanding** of how the brain's biology works into all of our thinking about business.

If you have manager or leader in your title, you probably know how to Go First.
That was what got you that title.

'Go Back' may not be what you signed up for but it is an equal and important part of the job.

**Q: How prepared and supported are managers to Go First?
Give us your gut reaction ...**

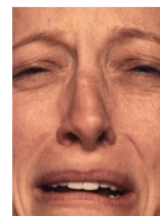


Mad

Frustration → Anger

Sad

Disappointed → Depressed

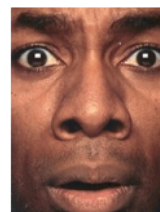


Glad

Optimistic → Euphoric

Scared

Cautious → Terrified





Go First.

Developing and supporting tactics that are transparently tied to the “vision of success.”

Leadership is often thought of in terms of being the first ... to accomplish a task, reach a milestone, invent something.

We need leaders to go first.

Patterns of Success

- People leaders show – through actions, examples and stories – what success looks like.

The Neocortex is looking for those patterns and wants connect them to our experiences and values stored in the Limbic network.

Did any patterns emerge during the Four-on-the-Floor?

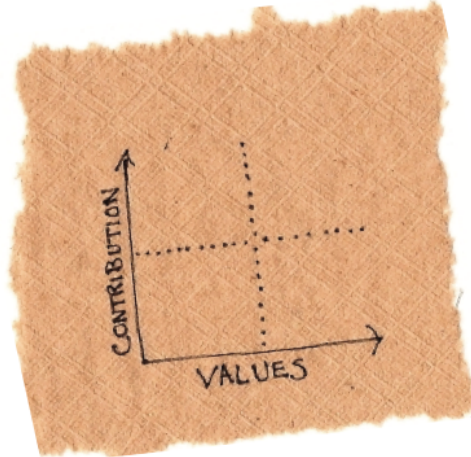


Often people will start to repeat each other on where they are on the scale and/or repeat the tool to reflect a “common voice.”

The Prefrontal Cortex imposes meanings on those faulty patterns, which

VISION OF SUCCESS Marries purpose and profit

CONTRIBUTION:
What did this person contribute to help us meet our objective?



VALUES: In doing so, **how** did this person live our values?

A vision of success describes both the financial and cultural results of success. As a result, those are the two metrics that matter most – what did my team contribute and how did we do so?

We often learn the most from bad examples ... Tyco is a bad example. The company had been on an acquisition binge. For 2002, Tyco revenue rose to nearly \$35 billion. However, it suffered more than a \$9 billion loss that year. The stock price plummeted. To add to the financial woes of the company, midway through the fiscal 2002 year, Tyco became embroiled in a massive scandal involving the excesses by its former chairman and CEO, L. [Dennis Kozlowski](#), and his senior management team. Tyco's CEO and CFO had been fired, jailed.

“The old company had values, they just didn't' adhere to them. There was no effort to hold people accountable for the values part of the equation. As a result, the only thing rewarded was dollar contribution.”

The old company leaders woke up on a Monday and said, what company are we going to buy this week? There was no asking the question – does this company align with our values? Does it help us with our mission?

“We used the same values, but we defined them and held people accountable for living them out. What I have found is that it starts with small breeches of values and they can quickly become systemic.”

PART 1: OKRs = Objectives & Key Results

DEFINITIONS

- **Objective** – a measurable commitment that directly contributes the company’s ability to attain its vision of success.
- **Initiative** – A Product-Specific program with meaning, milestones and metrics that represents that PLT’s contribution to the VOS.
- **Key Results & Tactics** – The integral metrics and milestones necessary for an initiative to be successful as determined by the teams closest to the work/customer/process.

CONTRIBUTION = OBJECTIVES

***Be the most respected, fastest growing family
of marketing technology brands in the world***

VALUES = COACHING

Adaptable • Innovative • Collaborative • Respectful



This is your company's vision of success.

You may not have had the opportunity to help create it.

Your job, however, is to connect with it in ways that add value and make it aspirational for your direct reports.

Everything you do should be in support of both the Objectives and the Values.

PERFORMANCE CULTURE: A structure for the 'real' human brain

OKRs are divided into the desired outcome (the objective) and the measurable steps required to achieve that outcome (the key results).

COMPANY OKRs

are big picture, top level focus for the entire company

PLT INITIATIVES

define priorities for the functional teams,
and are not just a collection of team OKRs

FUNCTIONAL TEAM KEY RESULTS

define the team's priorities in support of PLT initiatives

Let's stop and review:

The key to good goal-setting is for the vision of success to be tangible; to not begin and end with a number, but to include numbers.

IT then takes discipline and awareness to make sure every team's tangible Objective and Key Results demonstrably gets the company closer to the vision of success.

EACH LEVEL HAS A COMMITMENT AND A SET OF METRICS FOR WHICH THEY ARE RESPONSIBLE TO EACH OTHER. If one leg of the stool is in trouble, they have to have the ability to ask for help, otherwise the stool collapses.

Performance Culture Structure

EXECUTIVE
LEADERSHIP

Vision of Success

The right 'What' for the right reasons
with implied metrics

Values:

Behavior required
to achieve this vision

Objectives

- The ELT sets 3-4 annual objectives and 3-4 quarterly objectives necessary for the company to achieve in the vision of success.
-

PRODUCT
LEADERSHIP

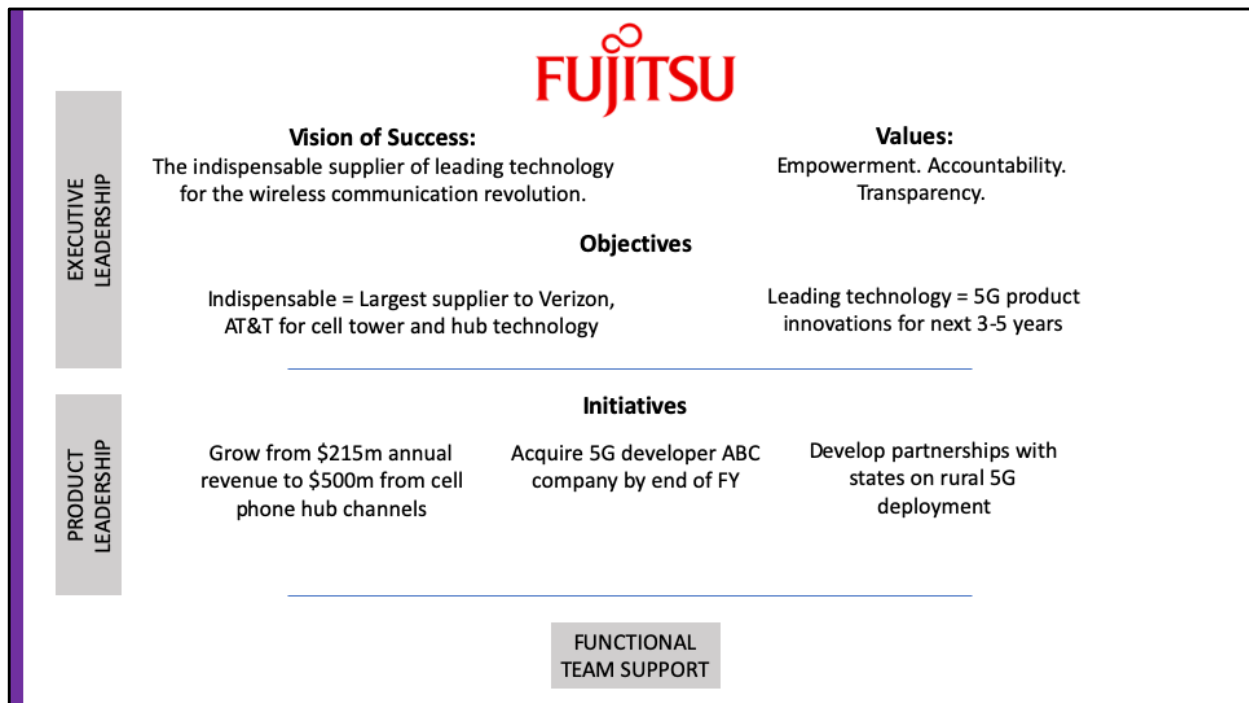
Initiatives

- The PLTs name 3-4 initiatives per quarter tied to key results they will deliver on in support of quarterly and annual objectives.
-

FUNCTIONAL
TEAMS

Key Results & Tactics

- Each functional team commits to 3-4 results per quarter that support the Product Leadership Team initiatives



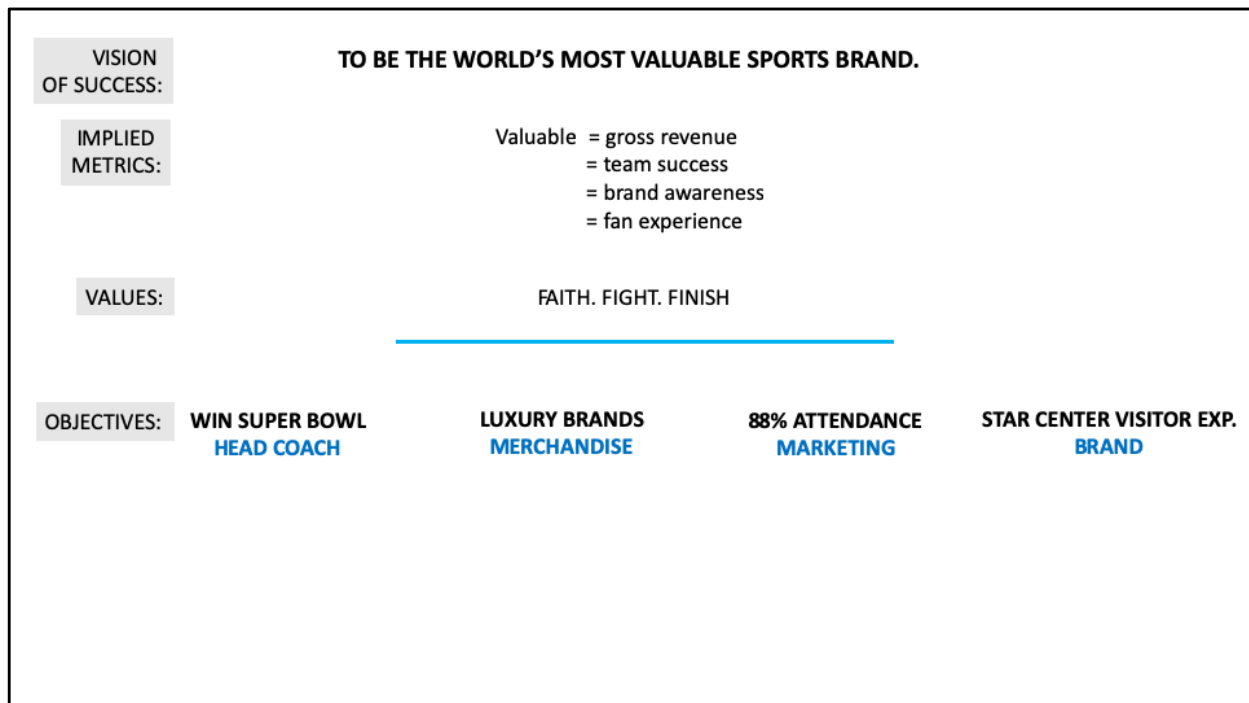
The Mission and Vision of Success are different. The VOS has to have either direct or, more often, implied metrics that can be defined.

We're going to walk through the VOS for a couple clients and how they tied the values to the VOS.

FNC chose their values based on what they thought they would need to shake up a slow decision-making bureaucracy.

| WHAT? | HOW? | |
|---|---|---|
| QTRLY OBJECTIVES | KEY RESULTS | TACTICS |
| Double monthly active paying users to reach \$2 million in revenue from unique visitors | Triple weekly traffic by 3,000 unique visitors | Robbie: 1000 via PPC Michelle: 1000 via FB ads Mona: 1000 email marketing |
| Raise \$9 million in new revenue to invest in speed of product development | Double conversion rate to 6% CR | Nate: Button testing Cate: Image testing |
| Launch Prototype of new version in App Store and Google Play by Oct. 1 | Make 3 versions of Pitch deck | Sara: First versions by 6/19 |
| | Get feedback from 'angels' | Sam: Select version by 7/1 |
| | Set up PE meetings | Start meetings by 7/14 |
| | Build pre-launch landing page to collect at least 150 email addresses | |
| | Set up Apple and Google accounts by 5/30 | |

At a small company, these OKRs are visible to everyone and dashboards show the progress. Having specific people named for specific tactics shows shared responsibility and lets people know where to go for answers.

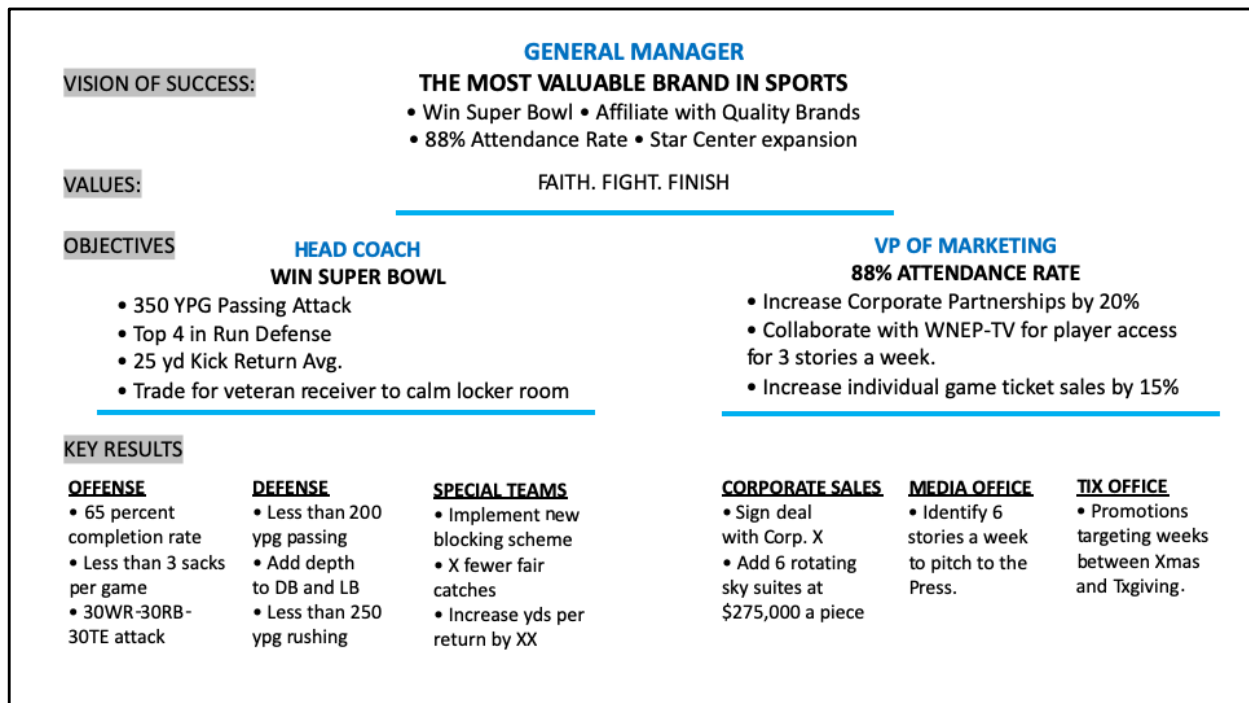


NFL team is given four major Objectives: win the Super Bowl, reach 88% filled seats (different from a sell-out), launch two major partnerships with luxury brands and increase attendance at the training camp/theme park.

Each Objective has a primary owner. But as we will see, by focusing on two of the objectives, everyone has a role in meeting all the objectives.

Last year, attendance dropped between Thanksgiving and Christmas as the team lost momentum going into the playoffs.

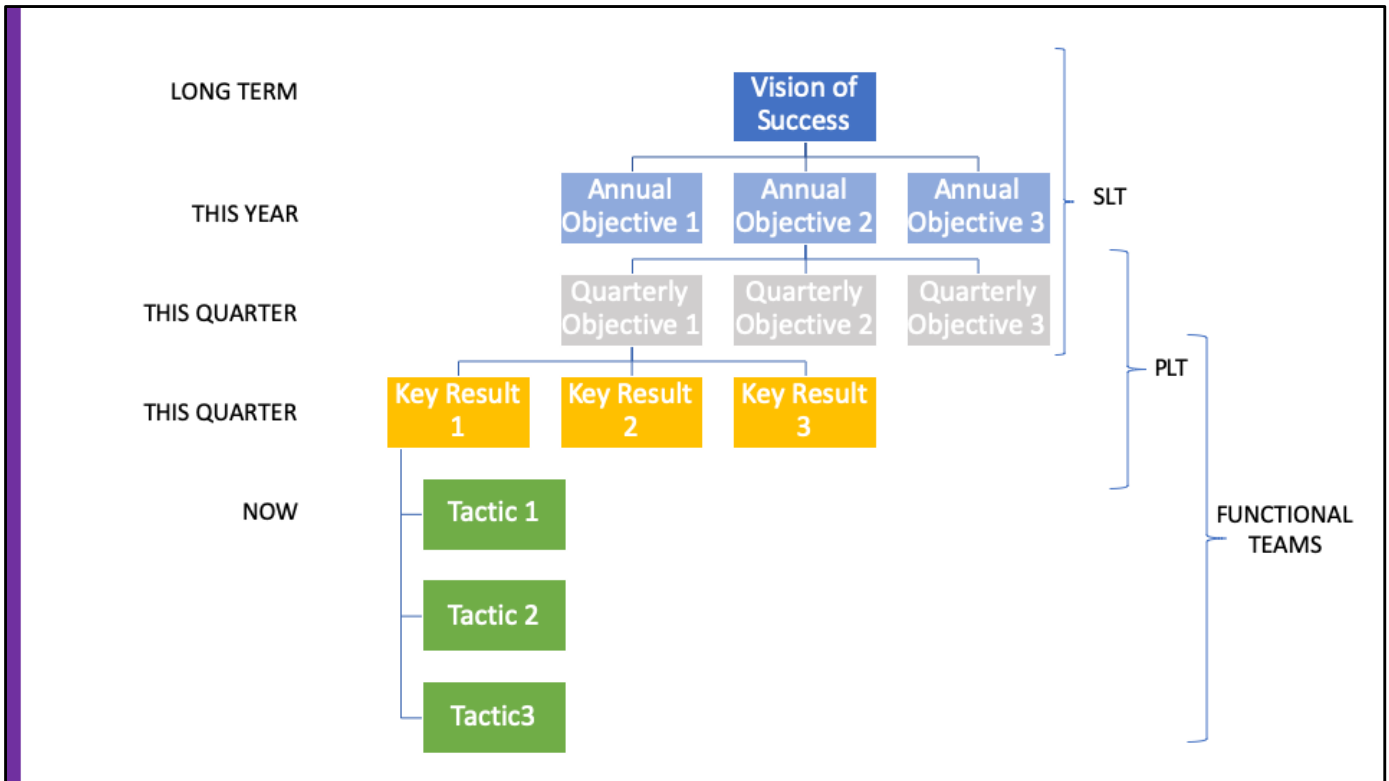
These two goals are important for everyone but mean different key results need to be pushed down from the head coach and the EVP of Marketing.



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LET'S REVIEW:

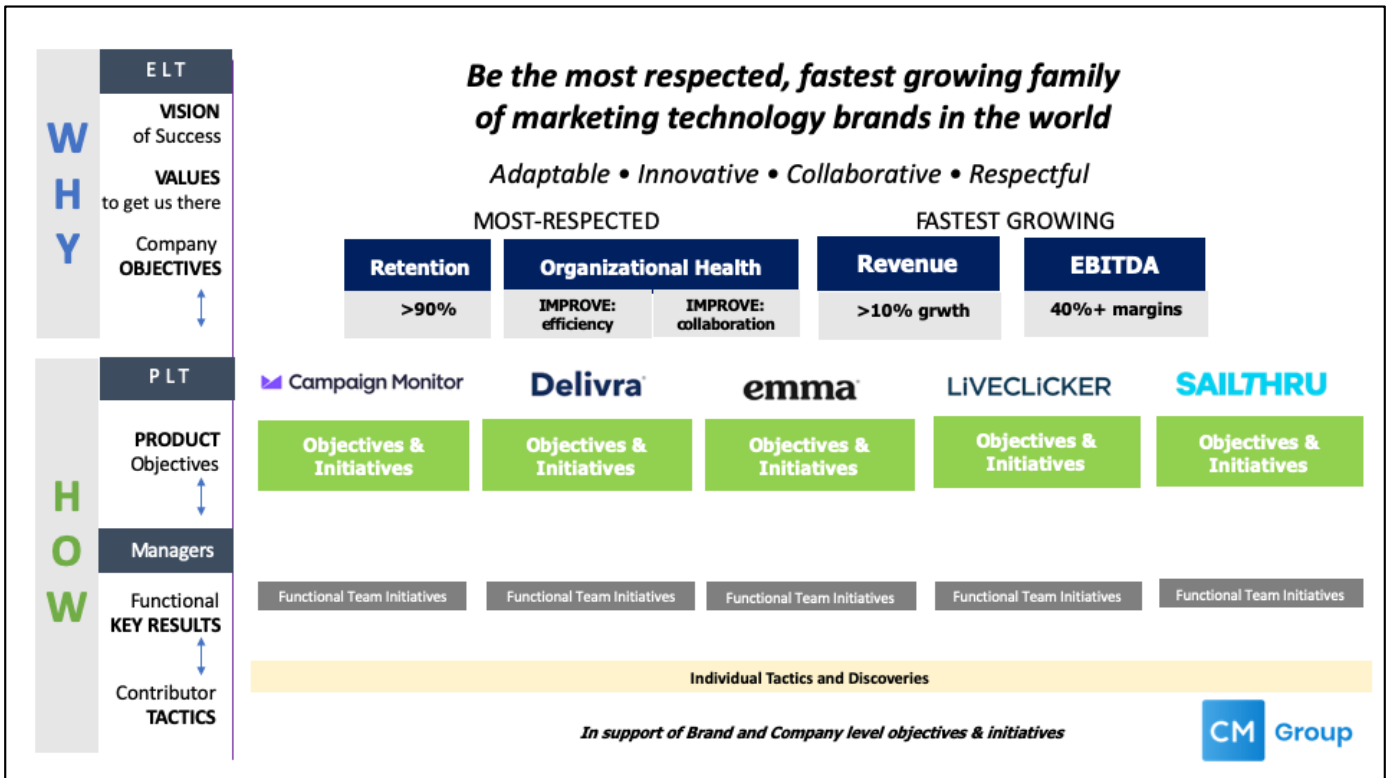
Objectives ambitious, measurable, time bound and actionable
 They must clearly feed the vision of success

Max of 3 Objectives per Quarter with 4 key results

60% of objectives should come from bottom-up
 No dictating – mutual agreement

Key results make the objectives achievable. Can be measured and are challenging but not improbable.

OKRs are set annually, monitored weekly and adjusted quarterly.



At CM Group the executive leadership chose this as their vision of success (THE WHY) and identified these values as necessary to creating the culture that will facilitate reaching this vision.

Respected = Retention, efficiency, values and collaboration
 Fastest Growing = 10% revenue growth and 40% margins.

The HOW is now in the hands of Product Leadership Teams, who will set quarterly objectives and whose managers and individual contributors will identify key results to support those objectives.

4 TESTS TO SEE IF YOUR OKRS ARE ANY GOOD:

- 1. If your objective doesn't fit on one line, it probably isn't crisp enough.**
- 2. If your KRs are expressed in team-internal terms ("Launch Foo 4.1"), they probably aren't good.** What matters isn't the launch, but its impact. Why is Foo 4.1 important? Better: "Launch Foo 4.1 to improve sign-ups by 25 percent."
- 3. Use real dates.** If every key result happens on the last day of the quarter, you likely don't have a real plan.
- 4. Make sure Key Results are measurable and specific.**

JOHN DOERR, an executive with Sun Microsystems and early investor in Google and Amazon, has been the prophet of OKRs and has seen many attempts.

These are his "tests."

DOERR'S TOP 4 OKR TRAPS



TRAP #1: Business-as-usual OKRs.

OKRs are often written based on what the team believes it can achieve without changing anything, as opposed to what the team or its customers really want.

TRAP #2: Insufficient KRs for committed Objectives.

A common error is writing key results that are necessary but not sufficient to collectively complete the objective. The error is tempting because it allows a team to avoid the difficult (resource/ priority/ risk) commitments needed to deliver “hard” key results.

TRAP #3: Sandbagging.

A team’s committed OKRs should credibly consume most but not all of their available resources. Their committed + aspirational OKRs should credibly consume somewhat more than their available resources. (Otherwise they’re effectively commits.)

TRAP #4: Low Value Objectives (aka the “Who cares?” OKR).

OKRs must promise clear business value— otherwise, there’s no reason to expend resources doing them. Low Value Objectives are those for which, even if it is completed, no one will notice or care.

2. This trap is particularly pernicious because it delays both the discovery of the resource requirements for the objective, and the discovery that the objective will not be completed on schedule.

3. Teams who can meet all of their OKRs without needing all of their team’s headcount/ capital . . . are assumed to either be hoarding resources or not pushing their teams, or both. This is a cue for senior management to reassign headcount and other resources to groups who will make more effective use of them.

4. A classic (and seductive) LVO example: “Increase task CPU utilization by 3 percent.” This objective by itself does not help users or Google directly.

Fix these OKRs

FINANCE

OBJ: Improve budgeting process to be more timely

KR Departments submit budget proposals before 9/1.

KR Conduct planning sessions with each division manager before they submit proposals.

KR Close final budget by 11/30

THREE GROUPS

Each group take one set of OKRs and come up with a better set, with metrics and milestones, etc.

Each group will share their OKRs with the room.

Fix these OKRs

MARKETING

OBJ: Introduce weekly customer email newsletter

KR Grow subscriber base by 20% each quarter

KR Improve CTR% to industry average of 3.5%

KR Key messages and topic structure for first 6 months

THREE GROUPS

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OKR EXERCISE TWO

Company vision of success: Be Brooklyn's Number One Bagel Maker, with \$8.5 million in sales and averaging \$495,000 in sales per store (14 stores)

Values: Fun, Fresh and Fiscally Responsible

Sales objective: Accelerate revenue from non-store outlets to \$1.6 million from \$950,000 by end of fiscal year.

Initiatives & Key results: How are you going to measure success?

IN THIS EXERCISE EACH GROUP COMES UP WITH ITS OWN INITIATIVES & KEY RESULTS TO HELP THE BAGEL COMPANY EXPAND INTO NON-STORE OUTLETS.

EACH GROUP WILL SHARE ITS RESULTS AT THE END OF THE EXERCISE.



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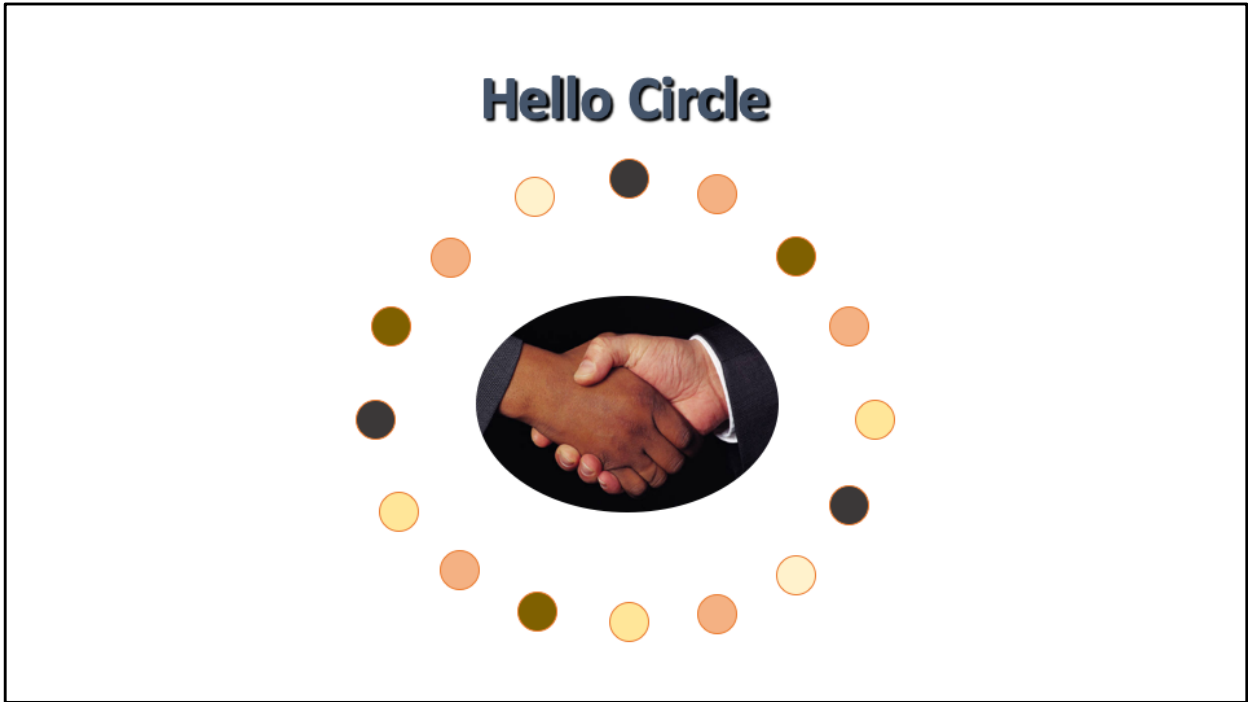
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LEADING PEOPLE; MANAGING WORK

Creating Patterns & Coaching Success

WORKSHOP 2b OF 3



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After doing this, ask people what they noticed:
ENERGY and connection increases.

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Most organizations are built on the aspirational premise that people Think, Act and Feel – in that order.

Does that seem right to you?

This flawed belief has led us to approaches that emphasize separating “work” from “personal.” It led Henry Ford to ban the telling of jokes at work. It forced people to overly compartmentalize their lives and create work personas and their “real” personas. We’ve built processes that disregard people’s emotional responses, that assume logic and this has led to uncounted bad decisions and lost value.

The consequences for business and people have only gotten worse as the work we do becomes more cognitive and less physical, more solution-finding and less task driven.

The fact is our brains are not wired this way. Over the last 30 years, researchers of many types – Neuroscientists, Economists, Evolutionary biologists, among them – have demonstrated that we Feel, then Act on that feeling; and then Think up reasons to explain our actions.

Because of the way our brains developed and are ultimately wired, the best we can hope for is Feel, Think, Act.

But in no world we know of does Think come first. We cannot delude ourselves by disregarding emotions. **Feel always comes first.**

PERFORMANCE CULTURE SKILL SETS

Informed by experience, data and science, the Performance Culture is employee-driven and guided by leaders who apply brain-savvy skill sets in pursuit of their vision of success.



This means that a different set of skills are necessary to achieve a high performance culture.

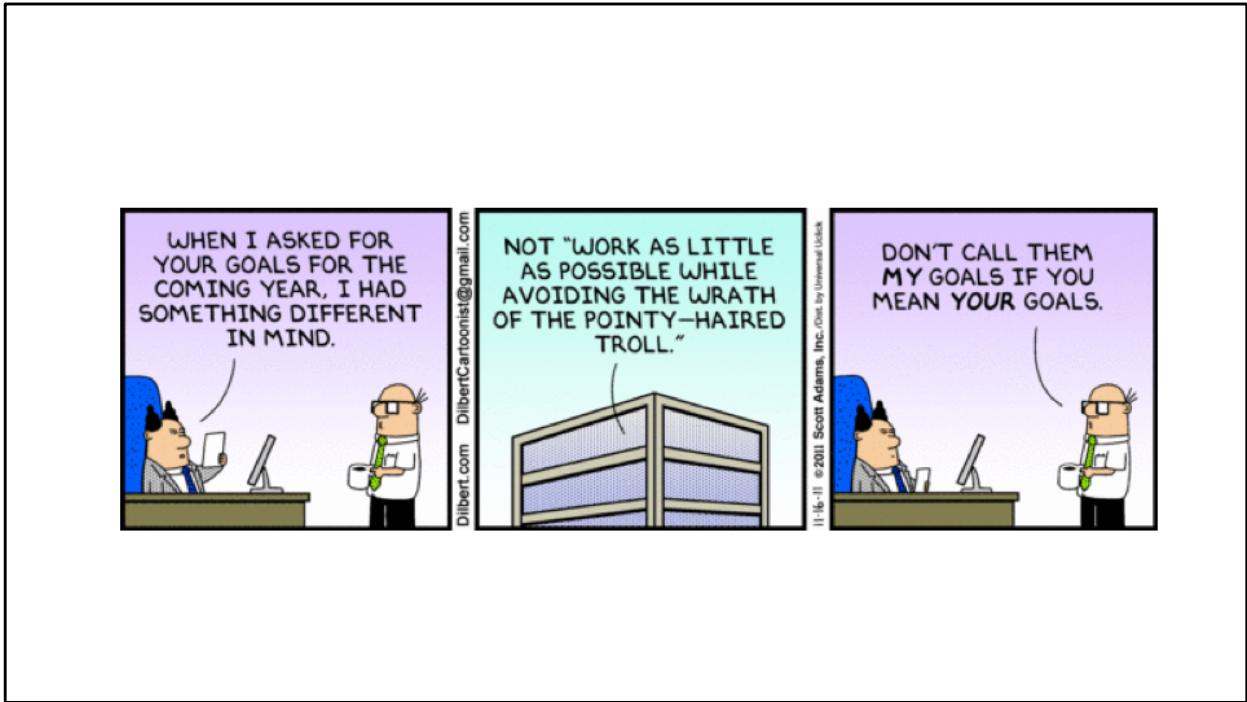
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These skill sets build on each other. You'll notice that the first are about creating the conditions necessary for people to perform excellent work. The last two involve getting those people to better create and manage the tasks. This is what people should mean when they say things like "our people come first."



Go Back.

Coaching skills and tools that enable “empowerment with accountability.”



THE VOS & VALUES become more practical this way, but there is still at most organizations an Us vs. Them, rather than a "We" with different parts and roles.

PART 2: COACHING

DEFINITIONS

- **Coaching** – The guiding of colleagues' work efforts that results in behaviors aligned with organizational values.
- **Feedback Culture** – Creating the environment in which people are open to and consistently seeking feedback on work efforts.
- **Barriers** – Issues of process, people or knowledge that hinder successful completion of tasks or that block ideas for improvement.

“When it comes to most things,
we’ll get better results if, rather than
working at odds with their natural
inclinations, we just accept how
humans are wired and make
the most of it.”

John Doerr,
the Johnny Appleseed of OKRs
at Sun Microsystems, Google, Amazon



HOW ARE WE WIRED TO ACCEPT COACHING?

Limbic (Respect)

Are we supported?

- Do I want feedback from you?
- Will you be constructive?
- Are my colleagues competent?

Neo-cortex (Patterns)

Focusing on the now

- What does success look like?
- Is our corporate behavior consistent with our stated values?



Reptilian

Am I safe?

- Where do I stand with my boss?
- Am I competent?
- Do I trust my boss to tell me?
- Are the boundaries clear?

Prefrontal Cortex (Meaning)

Collaborating to solve

- Each department should know its role in each Objective.
- Each department should be familiar with other departments' roles.

SUMMARY OF SEQUENTIAL NETWORKS BRAIN MODEL

WHAT QUESTIONS DO YOU HAVE UNDER THESE CATEGORIES WHEN YOU GO INTO A 1-ON-1 WITH YOUR SUPERVISOR.

GROWTH MINDSET: Resetting the manager/employee relationship

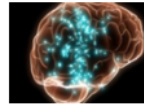
Fixed Mindset Organization



People have set abilities and are limited in their capacity to improve or add to those.

Manager's role :

1. Closely supervise employees.
2. Set measurable objectives.
3. Reward personal accomplishments.
4. Immediate consequences for performance problems.



Growth Mindset Organization

People come with specific abilities and are capable of improving and adding to those.

Manager's role:

1. **Make performance & growth the employee's responsibility.**
2. **Employees demonstrate business knowledge by setting their goals.**
3. **Reward performance** with an eye to what others can learn.
4. **If there is a performance shortfall,** the employee's responsibility is to correct it or recommend a fix.

Many of us have been taught to be Fixed Mindset managers. We and our employees are probably fairly comfortable with the behaviors on the left.

However, pioneering companies that are creating markets and are consistently innovative practice the set of behaviors on the right.

Getting from Fixed to Growth requires balancing Courage and Empathy, Logic and Emotions, Process and Innovation. The right balance for GetWell will be very different from any other company. You cannot replicate someone else's success. You are not GE. You are not Apple.

OBJECTIVES

*Be the most respected, fastest growing family
of marketing technology brands in the world*

COACHING: Guiding the accomplishment of key results by upholding these values:

Adaptable • Innovative • Collaborative • Respectful



This is your company's vision of success.

You didn't get a chance to create it.

Your job, however, is to connect with it in ways that add value and make it aspirational for your direct reports.



GOING FIRST IS ABOUT SETTING OBJECTIVES,
GOALS & STRETCHING PEOPLE'S EXPECTATIONS

THIS IS WHERE COACHING BECOMES PART OF LEADERSHIP

GOING BACK IS ABOUT USING YOUR VALUES TO
DEVELOP PEOPLE SO THEY ARE COMFORTABLE
TAKING ON RESPONSIBILITY



If you have manager or leader in your title, you probably know how to Go First.
That was what got you that title.

'Go Back' may not be what you signed up for but it is an equal and important part of
the job.

Coaching is not about creating happiness or satisfaction in your employees.

- You are not that powerful
- Each person owns their own happiness
- Happiness is a temporary emotional state
- Companies that manage for happiness tend to create false positivity
- Building individual and team Competency, Connection and Appreciation creates the patterns that lead to respect and excellence performance.

TELL A 1-MINUTE STORY ABOUT A RECENT SUCCESS (personal or professional)
that you believe reflects one or more of these values:

Innovative

because doing the unexpected propels our customers toward new possibilities.

Adaptable

because re-imagining a global industry requires the courage to change.

Collaborative

because together we create value worth talking about.

Respectful

because we aim to make each other proud.

While this can be a long exercise, it is exceptionally bonding for the group and grounds them in meaning as a tangible, rather than intangible, factor in setting objectives and coaching employees as individuals.

Keep track of the values represented in the stories so they can be compared to the company's stated values.

Behavioral economics:
What makes coaching difficult

- People act as if everything that has already happened must have been inevitable
- People believe they can tell the future if they work hard enough at the details
- People will accept any explanation as long as it fits the facts
- People often work hard to obtain information they already have just to avoid new knowledge



When each of us became a manager, we had an image in our heads – maybe it was World Domination or World Peace; maybe it was FINALLY I can make some change or SHIT, I have to make some change. But most people don't get more than a cursory intro to management training.

So let's look at two metaphors for being a manager.

People use “coach” as catch-all for a set of unspecified behaviors that are supposed to be the opposite of dictator. But the real way coaching and managing are similar is that once the game starts, the coach and manager only have so much influence – not counting American football.

Empowerment with Accountability

Brain-savvy leaders are like a coach

- **Sets tactics** by analyzing the gap between current state and the vision of success
- **Identifies the barriers** – people, knowledge or process – and works with players/staff to overcome
- Ensures that the team is **well-trained and equipped**.
- **When game begins, players have to make decisions and a coach's direct influence diminishes.**



When each of us became a manager, we had an image in our heads – maybe it was World Domination or World Peace; maybe it was FINALLY I can make some change or SHIT, I have to make some change. But most people don't get more than a cursory intro to management training.

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Empowerment with Accountability

Brain-savvy leaders are *like* a doctor on rounds

- **They scan for progress** and for those falling behind on commitments.
- **Surface when** team members are not aligned with vision of success.
- **Recommends** performance improvements, behavior changes and alterations.
- **Develop trust** so suggestions will be acted upon.

A lesser used analogy is that of being the attending physician at a hospital who has both his patients and his residents for whom they are responsible.

With both of these analogies, the level of accountability and direct consequences is high for both the supervisor and the employee. This leads to the opportunity for more mature and consequential conversations.



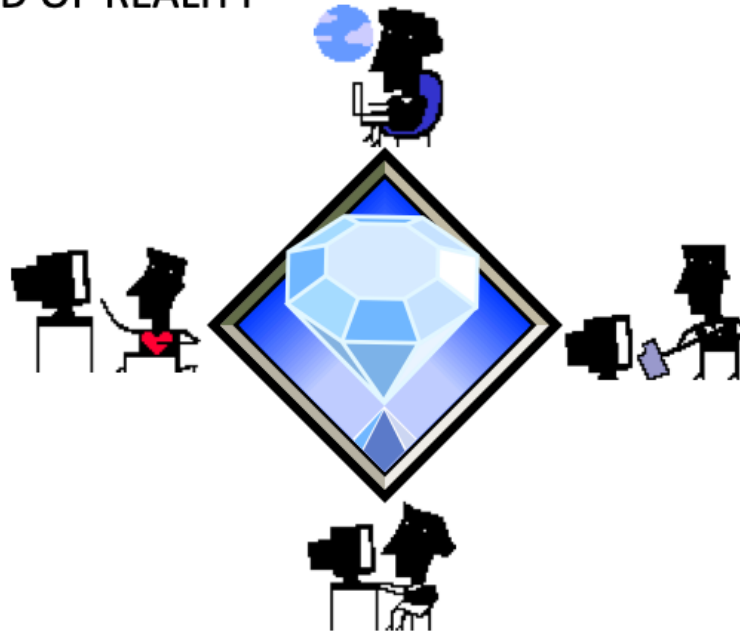
Go Back: What's being asked of you

- ▲ Like a coach, do your teaching before the “game” starts; Like a doctor on rounds, see who is well and who is falling behind
- ▲ Celebrate examples of when your folks demonstrate or embody the values
- ▲ Create the culture in which employees are expected to ask for feedback; be willing to gratefully receive feedback yourself

While this can be a long exercise, it is exceptionally bonding for the group and grounds them in meaning as a tangible, rather than intangible, factor in setting goals and objectives.

Keep track of the values represented in the stories so they can be compared to the company's stated values on the next slide.

THE DIAMOND OF REALITY



Purpose: To illustrate, using metaphors, the richness and value of seeing leadership through different facets.

Talking Points:

- A diamond has many facets. Depending upon the angle of the light, the clarity of the diamond may be different.
- **Exercise:** Diamond of Reality
- Depending upon our experience with computers, we may have very different responses to them:

We may use a computer to access world information

Perhaps to do internet dating or send e-mails to our loved ones

Spread sheets and sorting of data may be our primary use of a computer

Then some of us may have a hate relationship with our computer

- **Exercise:** Stakeholder Perspective

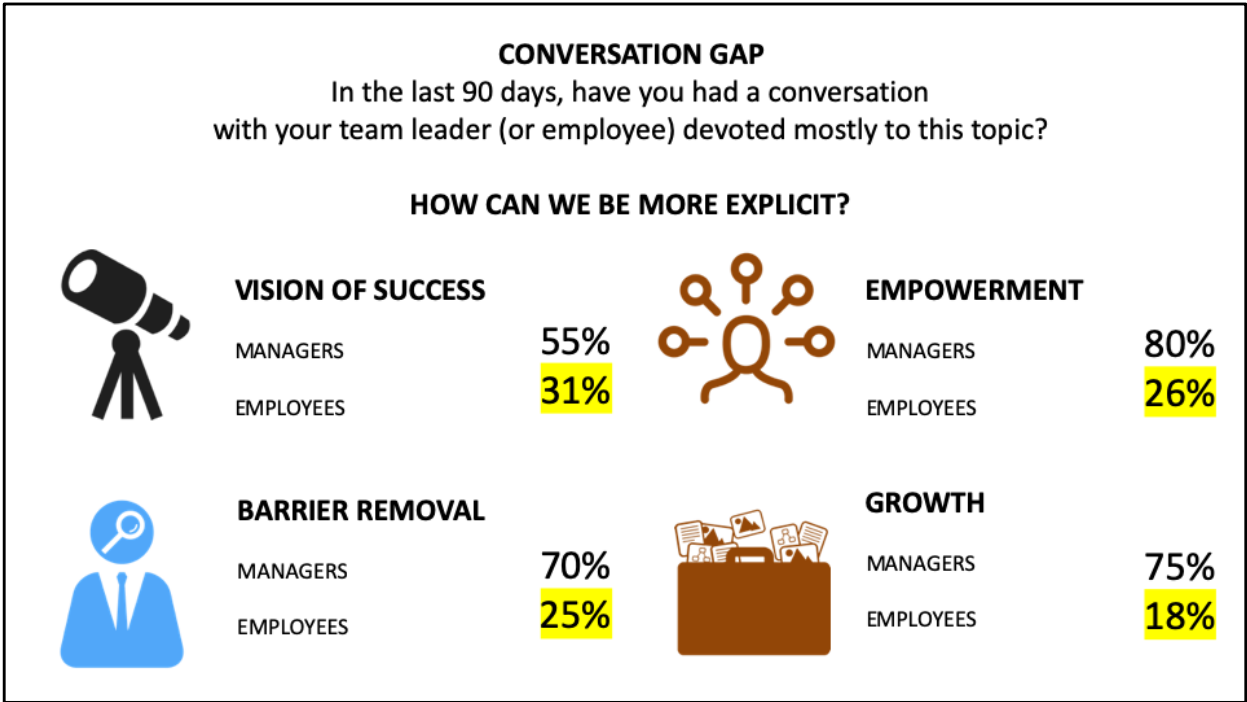
Have four people stand with their backs to each other forming a box in the middle of the room.

With blinders on, have each person describe the room they see directly in front of them

List attributes on a flip chart

Tie-Downs:

- We have very different experiences that influences how we see things in life
- We need to have ways/tools to help gain greater insight and understanding for richer and fuller problem solving



EMPLOYEES were asked whether or not these conversations occurred within the last 90 days. In these four categories, the top number is the positive response from managers; the bottom number is the positive response from direct reports.

Why do we think this perception gap exists?
 - pair & share

Why do these conversations “feel different” than personal conversations.

Coaching is based on questions

- What questions do you ask during your one-on-one sessions?



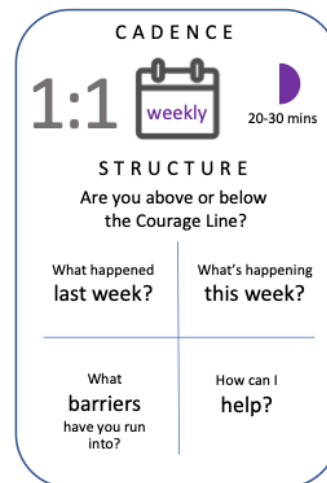
Questions that undergird performance conversations



One on One's

Question-based check-ins allow for immediate feedback in both directions. This is the time for employees to identify any barriers you can help with clearing.

- **Predictable**
- **Prepared**
- **Performance-Focused**



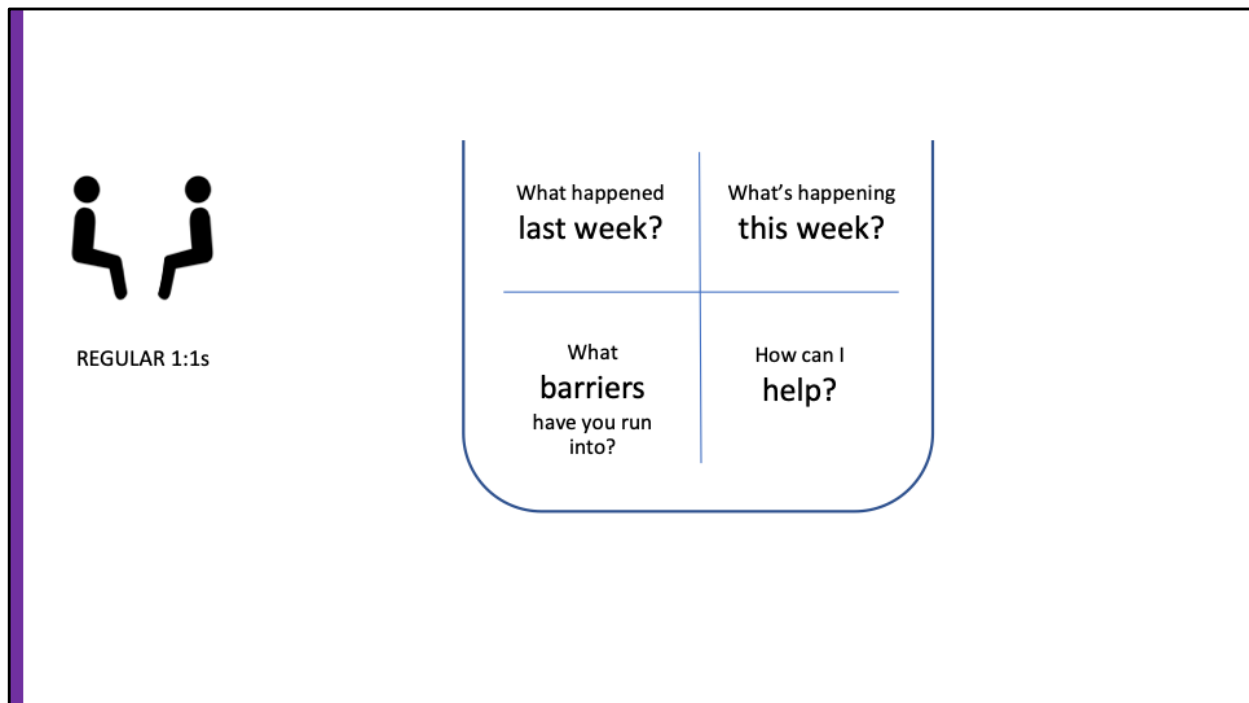
Employees watch you – every person you do or don't say 'hi' to; every time you come back from a meeting with your eyes cast down. Their Limbic network is constantly reading you.

This is among the reasons why regular, structured 1:1 time is valuable – you can squelch rumors, explain disappointments and more important understand what is going on in the work life of your employee.

The more predictable the meetings are in terms of schedule and expected content, the better able managers are able to deal with the unexpected.

In addition to the last week/this week/barriers/help format, you should be thinking about the Feel, Think, Act questions.

If you've handled the 1:1s well during the year, the Performance Management sessions should be fairly clear.



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Cadenced, Structured 1:1 Touch Points

Intentional conversations leaders should be having on a predictable cadence to create a Performance Culture.



BARRIER REMOVAL
(weekly)



**EMPOWERMENT/
ACCOUNTABILITY**
(quarterly)



PROFESSIONAL GROWTH
(biannually)

How do you want the person (people) to

FEEL.THINK. ACT.

when the meeting is over?

- Meetings are one of the opportunities we have to put THINK before ACT. We've found that to do so, you should be asking yourself these questions:

When the meeting is over, If I've communicated well,

- I will feel And my colleague will feel ...
- we both will think
- We will agree on this action

Feel: *Competent.*
Think: *Connected.*
Act: *Solve/do.*

Most organizations are built on the aspirational premise that people Think, Act and Feel – in that order.

Does that seem right to you?

This flawed belief has led us to approaches that emphasize separating “work” from “personal.” It led Henry Ford to ban the telling of jokes at work. It forced people to overly compartmentalize their lives and create work personas and their “real” personas. We’ve built processes that disregard people’s emotional responses, that assume logic and this has led to uncounted bad decisions and lost value.

The consequences for business and people have only gotten worse as the work we do becomes more cognitive and less physical, more solution-finding and less task driven.

The fact is our brains are not wired this way. Over the last 30 years, researchers of many types – Neuroscientists, Economists, Evolutionary biologists, among them – have demonstrated that we Feel, then Act on that feeling; and then Think up reasons to explain our actions.

Because of the way our brains developed and are ultimately wired, the best we can hope for is Feel, Think, Act.

But in no world we know of does Think come first. We cannot delude ourselves by disregarding emotions. **Feel always comes first.**

Top 7 Time-Suckers for Managers at Merging Organizations

1. Us vs. Them conversations
2. Unprocessed anger coming from employee
3. Over-worked managers and colleagues on verge of burnout
4. Reliance on habits / patterns from past to make decisions
5. Comparison-based fairness instead of what is best for company
6. People are theorizing a lot but doing as little as possible
7. Goals seem too abstract

“You manage tasks,
you lead people...
The difference
in mindset is profound.”

Rear Admiral Grace Hopper,
U.S. Navy,
Led the team of coders that
developed COBOL computer language



We know who is here.
We know the rules.
Now, we all need to be clear about why

In a generation of emojis and gifs, it is sometimes hard to remember that words are important because they create a mindset.

Grace Hopper, who developed the COBAL programming language, made this observation after years in the Navy.

When you treat people as their role, in essence as an inanimate object, you are simply asking to fail. When we are too focused on the tasks, we tend to ignore the people, who have emotions, motives and responses that impact the quality of how those tasks are executed. If we focus too much on the people, we can put their satisfaction above the quality of execution.

Are you Hyper-Curious?

- Do you ask open-ended questions?
- Do you ask questions you think you know the answer to?
- Do you believe there are limited numbers of right and wrong answers?
- Do you know the assumptions that form the basis of your questions?
- How many conversations do you have that start with a question?

Ask Enough Questions To Find The Right Ones

Hyper-Curious in 30

FOCUS

What we don't know about ...



7 min. **GENERATE**
As many questions as possible



7 min. **IMPROVE**
Through combining & refining



7 min. **PRIORITIZE
& CATEGORIZE**
Vote on impact; divide by urgency



9 min. **PAUSE**
Use 4-on-the-floor to check room

DECIDE

Which tool will help discover the answers and/or solutions.

Rick Willett, CEO of Quick Base, has had remarkable success turning struggling companies into profitable ones. One of his secrets: Questions.

Among his findings:

- Organize around what you don't know, not what you think you know.
- **Question-oriented meetings**
- People learn more from failure than from success, but ...
- We're not in a position to fail all the time. So make sure you ask what failure looks like so you can move on quickly.
- Hyper-curiosity is a skill anyone can develop.

Definition of a Contrary

*One who differs,
holds a different
opinion*

or

*Has a different
experience or
background.*

Natural Contraries

born to a different race,
place, or gender.

Contraries by Choice

Political parties, religion,
world view.

Purpose: To introduce the term “contrary” as a way to understand and value differences.

Talking Points:

Do you see how each of us is a contrary to another person?

Tie-Downs:

We are all contraries at one time or another

Extinction without contraries:

- Costly mistakes
- Retarded growth
- Stale ideas & sameness
- Fear turns to Grief
- Anger turns into Apathy
- New ideas are not explored
- Failure is all about consequences



Purpose: To illustrate the “value” and “importance” of contraries to the success of business.

Talking Points:

- Costly mistakes can have an economic impact on an entire country:
The Swiss watchmakers were the world’s leading watchmakers in 1967. That year the first quartz (digital and analog watch) was developed at the Centre Electronique Hortoger (CEH) in Switzerland by a Swiss inventor. The Board of Swiss Watchmakers were so sure it was not marketable that they allowed the inventors to take it to the World Watch Making Trade Show without a patent. Texas Instrument, Seiko, etc. took one look and Switzerland lost 70% of world market by 1971. In 1970 there were 90,000 people employed as watchmakers in Switzerland and by 1984 there were 30,000. They have recovered somewhat and today there are approximately 40,000 watchmakers in Switzerland.
- As we indicated earlier in the course, we believe that the answers lie within this organization to create continued business success. This has been proven over and over again in studying companies that have succeeded and failed.
- There needs to be a way to get heard and not hurt as in the Swiss watchmaker inventors’ experience.

Tie-Downs:

- Without contrary views and opinions, businesses run the risk of extinction
- Costly mistakes are made when people cannot receive a good hearing
- There is no growth without opposing views in an organization

Bad News about Contraries

they can be:

- Argumentative
- Undiplomatic
- Stubborn
- Wrong or
- Right, but no one wants to hear them!

How do you engage a contrary?

Purpose: To share the challenges that can make it difficult for a contrary to be heard.

Talking Points:

- Do you know anyone like this?
- Can you be like this when you are passionate about your point of view?
- What happens when people respond like this with an opposing viewpoint?

Tie-Downs:

- How we present our “contrary” views can determine whether people hear what we have to say
- If it is important for others to hear us, we may need to change our approach

Ask yourself:

- How creative is my team when faced with a barrier to success?
- When was the last time my team acted outside the expected norms?
- When was the last time someone asked me, "Gotta minute?" and it was only a minute they wanted?

More Effective Brainstorming

A new answer to "have you got a minute?"

1-minute consultations

What is your take on how to achieve this goal or a piece of it?

Step 1: Share your idea with your partner. (1 minute)

Step 2: Partner offer another perspective for the idea you just heard, even if you agree with the original idea. (1 minute)

Step 3: Switch roles and repeat steps 1 and 2. (Total time: 2 minutes)

Step 4: If time permits, find a new partner and repeat steps 1 and 2. (Total time: 4 minutes)

"There are, in fact, bad ideas and I would rather hear my idea sucks from a colleague than from the whole room."

- W. Wacker


Among our findings:

- A lot can be communicated in 1 minute.
- 1-on-1 conversations are better for learning from poor assumptions.
- Testing ideas before presenting them to the team tends to focus the concept.
- This process easily fits into most meetings.


Engaging someone below the line

1. Notice where you are.
2. Ask them where they are.
3. Remember the structure is so you can solve together, not so you can be right.

| The Courage Scale | |
|----------------------------------|------------|
| <i>by David R. Hawkins, M.D.</i> | |
| Level | Log |
| Enlightenment | 700-1000 |
| Peace | 600 |
| Joy | 540 |
| Love | 500 |
| Reason/Logic | 400 |
| Willingness | 310 |
| Openness | 250 |
| Courage | 200 |
| Anger | 150 |
| Fear | 100 |
| Grief | 75 |
| Apathy | 50 |
| Guilt | 30 |
| Shame | 20 |
| Death | 0 |



Giving



Taking

Everyone gets to hear their voice and contribute.

People should respond to both questions. Remind them the Scale is not about where they are as a person forever, but where they are now, at this moment. People move up and down the scale all day.

1. Start with structure.

- Structure calms the Reptilian network
- You may not need it, but the other person may.

2. Listen first. Solve together.

- As a leader, go into a conversation with the intention of being able to repeat back, word for word, what the person says. This will calm the **Limbic** network.
- Setting the expectation upfront that you want to understand the problem before either or both of you try to 'fix' it, begins to engage the **Neo-Cortex**.
- Guide the conversation with questions, "is there more?," not excuses or declarations. This will prompt more pattern-seeking.

Respectful Contrary

**An organization is only as good
as the quality of its conversations.**

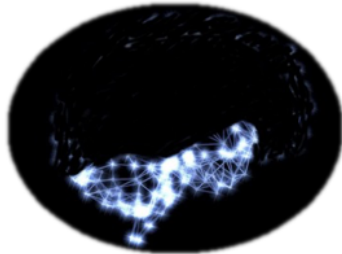
The Respectful Contrary Dialogue is a tool that helps participants hear differing viewpoints, makes it easier to hear and speak the truth and reduces the challenge of changing behaviors.

This is a tool to resolve significant differences that often are stopping or slowing work from being accomplished.

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1. Start with structure.

- Structure calms the Reptilian network
- You may not need it, but the other person may
- Find common ground for having a conversation



REPTILIAN

Entry Ramp

**I want to talk
with you because ...**

- I respect you
- I know we both want success for the team
- People count on us
- It is important for us to work together

I feel ...

LIMBIC

3. State the Emotion

Starting a difficult conversation by stating your emotion frees your brain from trying to convey that emotion through other means – body language, tone of voice, word choice.

The result is that both parties are able to get to the details and specifics more efficiently.

These conversations are more likely to resolve issues and/or concrete next steps.

Researchers working to resolve issues between feuding business partners asked some to begin their conversations by stating the emotion they were hoping to convey.

Others were told to try to suppress their emotions.

And a third group was told to “act out” the emotion during the negotiation.

After the sessions, partners were asked to summarize what had been discussed:


The “Say the Emotion” group had the best recall and were most aligned.

The “Suppression” group had the worst recall.

The “Act Out” group was the least aligned.

Those who stated the emotion spent almost no time arguing about the validity of the emotion, where as the other groups spent minutes on justifying their emotions.

ARGUE WITH SOMEONE ABOUT THEIR FAVORITE COLOR EXERCISE.


 LIMBIC

MAD

LISTENER:
I heard you say you
yourself feel mad ...
AM I CORRE?

SAD

LISTENER:
I heard. you say you make
yourself feel sad ...
AM I CORRECT?

GLAD

LISTENER:
I heard. you say you make
yourself feel glad ...
AM I CORRECT?

SCARED

LISTENER:
I heard. you say you make
yourself feel scared ...
AM I CORRECT?

Am I Correct?

4. Repeat back

The most effective way to slow a conversation down is to repeat back what the person has said to you using their words and not yours.

This accomplishes two things: It allows them to make sure they said what they meant to say and that you heard what they had intended.

Studies show the awkwardness of this approach adds to its effectiveness.

Repeating back without paraphrasing is difficult for everyone and it slows down the conversation. You can't be listening at that level and formulating your response – it takes too much brain power.

It also assures that you are working on the same topic and helps prevent miscommunication.

Interpretation

I think
that means ...

Test your perspective on what you heard.
Examples:

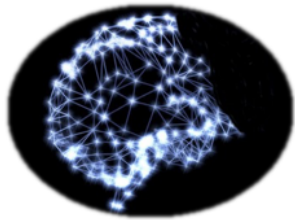
- my communication was not clear
- we need to check-in more often
- we misunderstand each other
 - I need your help
- we don't have enough information

Test your ideas

5. Interpret
& Negotiate

If you can agree on the issue at hand, the 'devil' can be in the details. Test your ideas about why you have this particular issue or barrier.

Don't be afraid of saying you don't know or need time.



NEOCORTEX

Repeating back without paraphrasing is difficult for everyone and it slows down the conversation. You can't be listening at that level and formulating your response – it takes too much brain power.

It also assures that you are working on the same topic and helps prevent miscommunication.

39

Exit Ramp
What I would like from you is ...

The Contrary should suggest a next step that:

- is specific
- can be measured
- has deadlines


I heard you say ...
Am I correct?

My response is ...

6. Agree on What Success Looks Like and on What's Next

In the spirit of Listen First, Solve Together, the person who asks for the Respectful Contrary should offer the first "next step" if they have one that is specific and can have a deadline.

The other party does not have to accept it but they do have to repeat it back. Negotiation often follows.



PREFRONTAL CORTEX

Repeating back without paraphrasing is difficult for everyone and it slows down the conversation. You can't be listening at that level and formulating your response – it takes too much brain power.

It also assures that you are working on the same topic and helps prevent miscommunication.

40

RESPECTFUL CONTRARY

Listen first. Solve together.

STEP
1

"I make myself ...
MAD, SAD, GLAD,
SCARED when ..."

"I heard you say ...
Am I correct?"

"I heard you say ...
Am I correct?"

"I make myself ...
MAD, SAD, GLAD,
SCARED when ..."

STEP
2

STEP
3

Interpretation

Interpretation

STEP
4

STEP
5

Here's what I think would be a solution

What I can agree to ...

STEP
6

STEP 7

Commit to what, by when

STEP 7

RESPECTFUL CONTRARY is best demonstrated by instructors as a extension of the Speaking Truth exercise.

The instructors have selected a topic ahead of time that can be real or real-ish. They should solicit observations and opinions from the class along the way.

POINTS TO MAKE:

1. Dealing with emotions as data.
2. Structure calms Rep/Limbic
3. Interpretation allows Neo-cortex and Prefrontal to engage.
4. End with a commitment from both people.
5. We are not delusional enough to think everyone will start talking like this, but we have seen the positive outcomes that arise when people keep the structure in mind.

CHECK OUT:

1. In what way do you **FEEL** differently now than before class?
2. How are you likely to **THINK** differently after this workshop?
3. What **ACTIONS** will you take because of today's workshop?

CHECK OUT: Stakeholder Circle

- What is the best thing that can happen if you choose to do nothing and continue to “wait for SLT”?
- What is the worst thing that can happen if we adopt these practices?

SHAKE HANDS & THANK THREE COLLEAGUES ON YOUR WAY OUT.

Stakeholders Circle



An exercise in risk assessment, based on a Native American custom.

Go around the circle
– no one is allowed to skip.

1 What is the **best** thing that could happen if we **do nothing**?

2 What is the **worst** thing to happen if we choose this **course of action**?

Do any answers cause you to rethink your solution?

One-Minute Consultations

Tool Description

Description

This tool allows participants to receive suggestions from colleagues on a specific issue or idea within the space of two minutes: One person describes an issue for one minute to a partner, then receives one minute of feedback. The pair then trades positions and the first speaker listens and provides feedback.

Rationale

Time is a precious commodity. Rapid consultation requires reducing an issue to core elements for speedy understanding as well as “bare essence” communication. Busy people feel safe asking for advice when they know there is a one-minute time limit.

Purpose

- To tap into the creative genius of others
- To use respectful listening
- To find creative solutions to problems
- To break through personal filters

Recommended for

- Teams
- Groups and organizations
- Families

Features

- Rapid Change Tools:
 - ❖❖ Handshakes
 - ❖❖ Listening
 - ❖❖ 40 volts for 30 seconds
- One-on-one dialogue with another person
- Seeking advice
- Sharing experiences and ideas
- One-minute time frames

Benefits

- Realizing the talent of other people
- Solving problems quickly
- New opportunities for learning
- Seeing problems and issues from new perspectives

Requirements

- Approximately 10 minutes
- Large enough space for participants to pair up and face each other
- Watch