

A CULTURE-PERFORMANCE
CONNECTION HANDBOOK



Lead People; Manage Work.

A brain-savvy, business-tested approach
for leading organizations in a time of rapid change.

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The Culture-Performance Connection

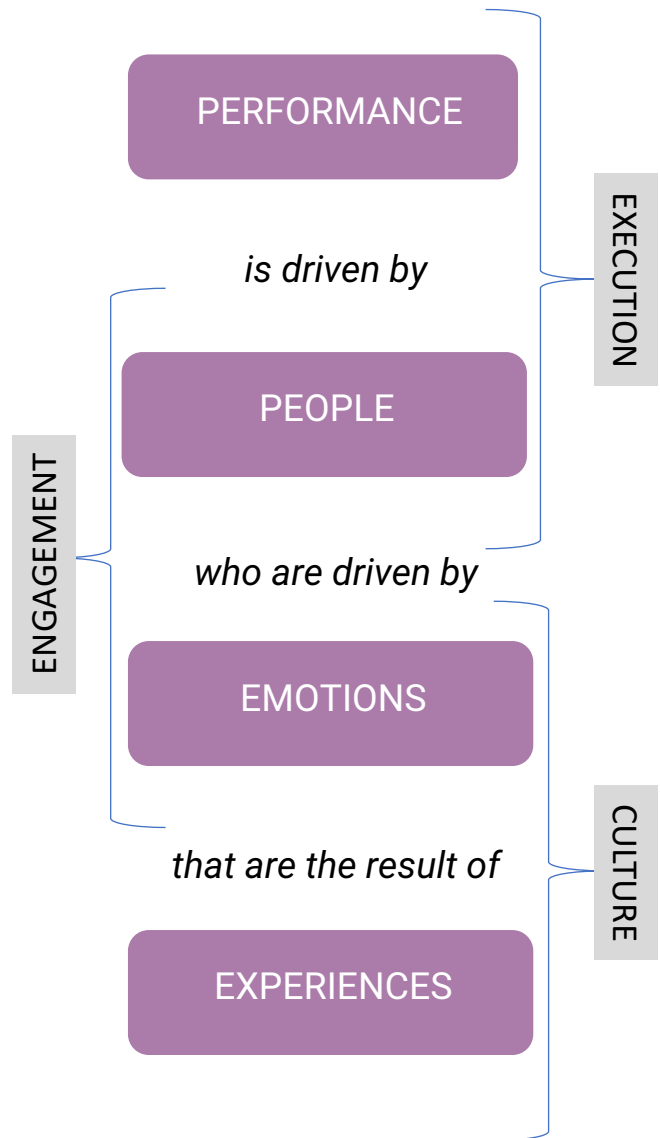
Companies are very good at measuring outputs, but how do you create the culture necessary to drive the outputs you want?

Businesses have tried everything from banning jokes (Henry Ford) to giving everyone an equal voice (Holocracy), with little change in overall productivity or engagement.

More than a decade of research that correlates findings in brain science, business best practices and employee surveys has led us to a simple, straightforward equation: Performance is driven by people, who are driven by emotions that result from experiences and conversations.

By examining these four components through the collective eyes of 20 million employees, we've developed a leadership model that is both brain-savvy and tested in the fires of real business.

We call it the "Culture-Performance Connection." It is grounded in the need for Clarity – of the vision of success, of what is expected from each department, where each person stands, and what each person contributes to the "whole." Along the way, we've found many surprises, among them: Excellence must be defined by executives or employees will define it for themselves; Emotions are a key part of good decision-making; People only believe what they can experience.



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Expertise & Insight

Those surprises came from our data-informed insights that measure organizational health. The challenge was to craft sophisticated, yet simple to execute, recommendations and tools.

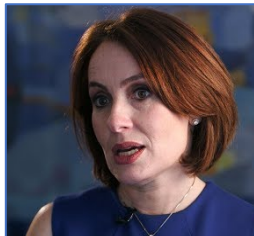
From prioritization to implementation, we translate the latest research in Neuroscience, Behavioral Economics, Management and Employee Surveys into best principles that you put into practice.

BRAIN-SAVVY

Research in **NEUROSCIENCE** teaches us that humans:

Feel, Act, Think

“If it is run by humans, it runs on emotions.”



Susan David, Neuroscience researcher

&

Research in **BEHAVIORAL ECONOMICS** shows how decisions are made:

Sequential Brain Model

“Emotions are data, necessary, but not sufficient, for making better decisions.”



M. Hamada, CEO Fujitsu Network Communications

BUSINESS-TESTED

Research in **PERFORMANCE MANAGEMENT** gives us our lanes:

The What and the How

“Leaders need’t manage activities; the focus should be on outcomes.”



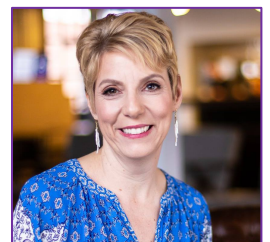
Clay Christianson, Harvard Professor. Author

&

Research in **EMPLOYEE SURVEYS** give us benchmarks

Org Health & Culture Drivers

“Companies are only as good as the quality of their conversations.”



Sharon Strauss Chief People Officer CM Group

Three types of barriers

People want to be part of something successful. Sometimes they get in their own way and, as a leader, it is your job to point that out. But most of the time, the barriers are outside

them, yet in their ability to overcome. In those cases, your job is to help them see how to remove the barrier. Barriers usually come in one of three flavors:

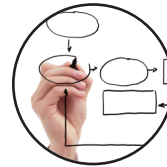
Knowledge

- Little training on work-specific skills
- Onboarding not sufficient
- No central repository for shared information
- Silos that impede cross-department cooperation and info-sharing
- Information used as reward or punishment



Process

- Ill-defined processes that create confusion
- Processes that have been taken over by “exceptions.”
- Once adequate processes that no longer work for the customer.
- Too much time spent measuring, not enough time spent doing.



People

- Conflicting management styles
- Lack of respect that slows down solutions
- Blame and “other” focus instead of ownership and “solution” focus
- The passive aggressive “neutrals”
- Not knowing how to deal with angry employees



Leader is not a job description; it is an action.

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.

This is the first law of leadership.

The second law is like unto it.



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.

Go Back.



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 “to-do” list, but there are best principles that can be shared.

In the end, it boils down to this;

Go First. Go Back.

If it is run by humans, it runs on emotions

Our institutions are built on a false premise
about the way our brains function.
The result is we have limited ourselves and our organizations

Think.

Act.

Feel.

As much as we want
to believe otherwise,
we are not capable of
thinking first.

Brain-Savvy Leaders
understand
that our brains are
wired to

Feel.

Act.

Think.

Feel.
Think.
Act.

Much of a Brain-Savvy
leader's job involves
helping people learn
how to

They do this by creating experiences that challenge
norms and asks people to Step Up or Step Out.

Experience.

Lanes of Accountability: What & How

W
H
A
T

Vision of Success

Company Values

Annual Objectives

Qrtly Objectives

H
O
W

Initiatives

Key Results

Tactics

Senior Leaders Direct the What

By creating a vision of success and values, leaders ensure employee goals and actions can be aligned and guard rails established.

Shared Quarterly Objectives

This is where Senior Leaders and Managers overlap – which objectives get us closer to success. Otherwise, Senior Leaders need to stay out of the “How” and employees out of the “What.”

Managers Empower the How

Employees should be able to make timely decisions, recognize opportunities aligned with the vision of success.

Examples:

WHAT?

Double monthly active paying users to reach \$2 million in revenue from unique visitors

Raise \$9 million in new revenue to invest in speed of product development

Launch Prototype of new version in App Store and Google Play by Oct. 1

HOW?

Triple weekly traffic by 3,000 visitors
Double conversion rate to 6% CR

Make 3 versions of Pitch deck
Get feedback from ‘angels’
Set up PE meetings

Build pre-launch landing page to collect at least 150 email addresses

Set up Apple and Google accounts by 5/30

Sequential Brain Model



2 types of networks

Half of the networks respond to signals coming from the outside world – we call those the Fixed networks.

The other half, called the Growth networks, responds to what happens in the Fixed.

4 Gatekeepers

Our brains process information by asking Four Questions that act as gatekeepers. Here's how:

1. If I don't feel safe, my brain goes into fight, flight or freeze response. If I feel safe ...
2. I look to see if I am part of the "tribe" or if my "tribe" is accepted. If not, I go back to fight, flight or freeze. If I feel respected ...
- 3&4. My brain is free to notice patterns, such as colors, images, numerals, words, etc., and then make meaning of those patterns.

Actions & Skill Sets

The brain's gatekeepers align with the four actions of Top Workplace leaders:

Action 1

Remove Barriers

Clarity on what stands in the way of excellence .

Q: Am I Safe?

Action 2

Build Trust

Clarity on what constitutes a quality conversation

Q: Are We Respected?

Action 3

Pattern Success

Clarity on what success looks like and how it is accomplished

Q: Are There Patterns?

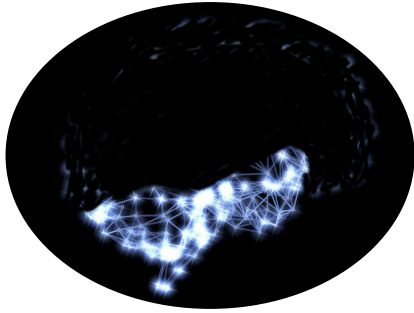
Action 4

Create Meaning

Clarity on what it takes to be nimble, growing organization

Q: What does it Mean?

SEQUENTIAL BRAIN MODEL



Reptilian: Safety?

FUNCTION:

- This network developed to protect you.
- It is always “on,” even when we are sleeping.
- Every signal travels through this network on its way to another part of the brain.
- This protective nature means it is wired to respond with one of the four primary emotions: Mad, Sad, Scared or Glad.

SPECIALIZATION: When it senses a threat, it triggers the amygdala, which slows down the rest of our brain until we feel safe or we fight, flight or freeze. It can't tell the difference between physical and emotional threats. So your 'barking boss' and a growling dog generate the same chemical response.

AT WORK

If people do not know where they stand with their manager and/or the company, they can only process information in the “what does it mean to me?” mode.

YOU CAN ADDRESS THE REPTILIAN BY:

- Being consistent and predictable
- Meeting with employees at a regular cadence
- Providing a clear link from your team to the Vision of Success.

REMOVE BARRIERS

Safety First



HELLO CIRCLE

Creates safety and respect by making sure everyone's presence is acknowledged and people have an idea of who is in the room. Energy tends to go up, as does the comfort level.

Great way to kick off a project meeting or all-hands meeting



GROUND RULES

Consistent rules for interactions creates safety and predictability.

Companies should have ground rules for inter-departmental interactions, such as email response time.



CHECK-IN

Gets people speaking and contributing within first 5 minutes to establish respect

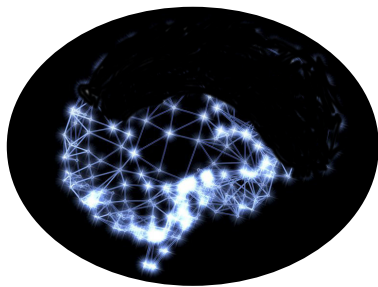
VALUES CHECK-IN: A check-in based on stories that support or reflect company values. Creates common language and bonds participants through story.

LISTEN TO REPEAT

When an employee comes to you with an issue, listen with the intent of repeating back to them what they've said. This will keep you from jumping to a solution. The best outcome is they solve the problem themselves.

FEEDBACK CONSENT

This acknowledges that the receiver has ultimate control over what they do with the feedback we give them. Therefore we ask if they are ready for or in the right mindset to receive it.



Limbic: Respect?

FUNCTION:

- Network is all about 'belonging'
- On lookout for respect or disrespect of self or group
- Where our emotions are generated
- It reads body language and tone of voice to determine whether you are being listened to.
- Stores long term memory, which it links to emotions

SPECIALIZATION:

The hormone release we call "emotions" – those beyond simple anger and fear – are generated in this network. Concepts such as trust, respect, certainty and support are emotions we use to make decisions.

AT WORK

This makes Emotions valuable data for leaders when making any important decision. You cannot fight the biology of emotions, but you can work with emotions to remove performance barriers.

WAYS TO ADDRESS THE LIMBIC:

- Listen first; Solve together
- Seek feedback for yourself; ask others if they are ready to hear feedback
- Close the loop and explain decisions
- Make sure each employee understands what they are expected to contribute

BUILD TRUST

Emotions are Data

FOUR-ON-THE-FLOOR



Good way to get a "sense of the room" before or after big decisions or upon learning new information. Removes immediate binary nature of many choices, allowing people to raise concerns, alternatives or "Plan Bs" in a safe manner. A way to check for alignment at different stages and to understand what would be needed to get to "Glad."



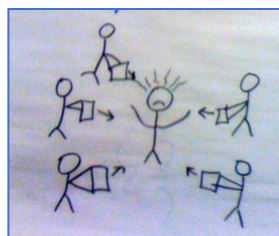
COURAGE SCALE

Affirms role of emotions while largely disarming their destructive side. Marks some emotions as "Giving" and others as "Taking," emphasizing that Anger is often better than Apathy. Often used as a modified way of doing a Four-on-the-Floor.



SPEAKING TRUTH

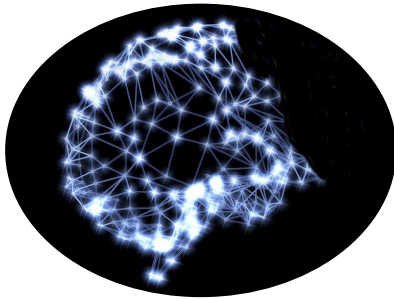
Gives employees and managers a way to safely raise concerns without the expectation that there will be an immediate solution. Best used to raise issues between different levels of authority.



BARRIER DRAWINGS

Asking people to draw, rather than lecture about, current barriers to performance accomplishes two things: succinctness and an enhanced ability to see themes.

SEQUENTIAL BRAIN MODEL



Neocortex: Patterns?

FUNCTION:

- This network seeks patterns to help us see the “now” through past experiences
- It uses patterns to discern what is normal and what is unexpected.
- Doesn’t fully kick in until the Reptilian and Limbic Networks have given an “all clear” signal.

SPECIALIZATION: Short-term working memory operates here and, once freed up, it begins to collect information, which leads to learning. It can also lead to self-deception by forcing a pattern where none exists.

AT WORK

The challenge as managers is to keep this network engaged and focused on the vision of success and relevant information.

YOU CAN ADDRESS THE NEOCORTEX BY:

- Using stories, not declarations
- Finding teachable moments for the group
- Referring often to the company values
- Being transparent about progress toward Objectives
- Avoiding rabbit holes
- Focusing on actionable observations

PATTERN SUCCESS

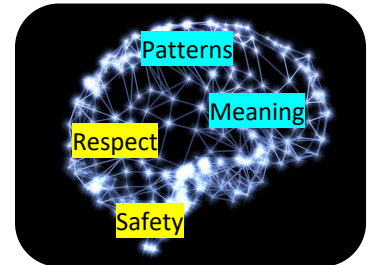
Go first; Go Back

WHAT SUCCESS LOOKS LIKE

Leaders are responsible for creating and evolving patterns of success: Clear Vision of Success; Predictable Processes; Supporting Rituals and Clear Boundaries.

BRAIN TRAIN

A biology-based approach to difficult conversations and rolling out change. It follows the “Sequential Brain” model that traces a path of Safety-Respect-Patterns-Meaning that works with the brain’s wiring rather than struggling against it.



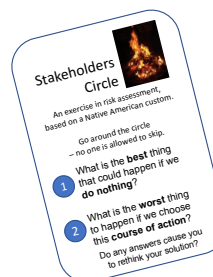
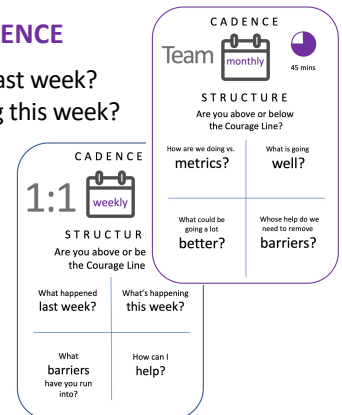
Every decision and/or new solution roll-out should go through the Brain Train.

QUESTION-BASED CADENCE



What happened last week?
What’s happening this week?
Barriers?
How can I help?

Provides a consistent, structured forum to raise issues and check progress toward the team’s contributions to the vision of success.

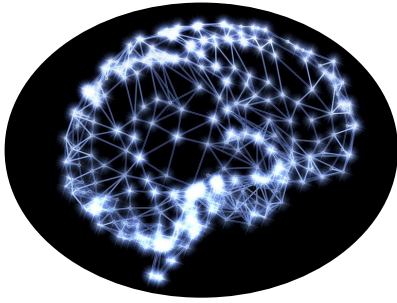


STAKEHOLDERS CIRCLE

Allows safety for speculative questions, such as, is this worth our time and effort? Gives both boosters and detractors of an approach to walk in the others’ shoes.

Questions can be used to help with setting priorities. Used to gauge appropriateness and urgency of effort.

SEQUENTIAL BRAIN MODEL



Prefrontal: Meaning?

FUNCTION:

- This is the network can override our instincts by fitting together the patterns the Neocortex has observed.
- The drawback is that it can only respond once the Reptilian and Limbic have given the OK.

SPECIALIZATION: The network allows us to see multiple consequences for a single event. We call this ability “storytelling.” This is generated by a strong connection with the Limbic network, which is where emotions and long term memory reside. Stories are effective because they don’t necessarily proclaim a truth, they allow people to find the truth.

AT WORK:

As jobs become less “task” driven and more “solution” driven, managers need people to spend as much time in the Prefrontal cortex as possible.

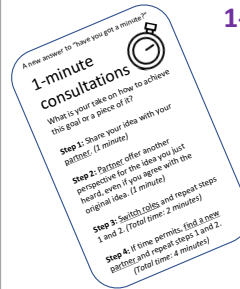
YOU CAN ADDRESS THE PREFRONTAL CORTEX BY:

- Challenging people with “stretch goals”
- Promoting healthy competition and intrinsic motivation
- Exposing people to ideas from adjacent businesses
- Relying on questions, not declarations
- Linking stories to values and OKRs
- Celebrating well-intended failure

MAKE MEANING Innovation Needs Conflict

1-MINUTE CONSULTATIONS

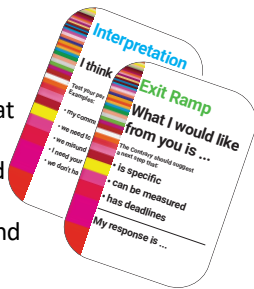
Think of this as pre-brainstorming. This tool provides a respectful way to refine ideas before presenting them to the larger group. Having to compress ideas and feedback into 1-minute each can create enough friction to prompt innovation.



RESPECTFUL CONTRARY

Approach to difficult conversations that begins by stating an emotion up front and then focusing on listening first and fixing later. A structured conversation creates predictability and is likely to end in understanding and action.

Only for significant conflicts, although the fundamentals can be applied in all conversations.



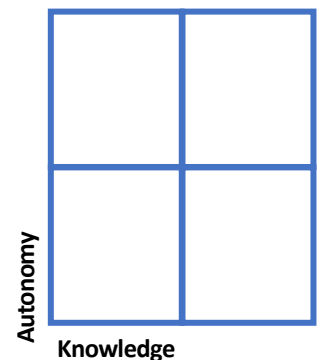
BEHAVIOR CALCULATOR

We choose our behaviors and we should do so with an understanding that some, disempowering behaviors can cost real money. This tool gives us a way to chart those costs.



EMPOWERMENT GRID

People crave knowledge and autonomy. At work, the right kind of knowledge leads to certain levels of autonomy. Spelling those levels out and understanding where you and your employees stand on those factors helps employee derive meaning from their work.



BIAS & SYNDROMES

Our brains are built for bias; it is what allows us to make 3,000 more decisions a week than our parents and process 8.1 million bits of information a second. That doesn't mean bias is good. In fact, because we are wired for bias, we need to be on high alert for how it impacts our decision-making



Threat

We immediately classify the "new" as either threat or safe, not based on data but based on experience.



Immediacy

Because of this, we are more alert for the negative than for positive information and to favor "now" over "later."



Anchor

We are over-reliant on the first piece of information we hear, relating subsequent data to the first thing we heard.



Confirmation

Our brains naturally seeks information that supports our current position and ignores non-supporting evidence.

Groups can be good at calling out one or two biases; when all four are present, we tend to fall prey to one of these syndromes:



Reason

Reason is simply a tool for persuasion, not a path to enlightenment. You can "reason" someone into a bad decision. This makes us susceptible to binary thinking.



Make-Stuff-Up

When we 'don't know' something, we make up stories based on the best available data so we can make a decision. The stories often are incomplete or wrong.



Bandwagon

The probability of one person adopting a belief increases based on the number of people who hold that belief. There is a mistaken belief that you can 'follow' and 'learn' but that is rarely sustainable.

Hyper-curiosity

- Organize meetings around what you don't know, not what you think you know.
- Try a structure that surfaces as many questions as possible in a limited amount of time.
- Most people don't have the luxury of learning from multiple failures. So make sure you ask what failure looks like so you can move on quickly.
- 5 Whys is an easy-to-use, fundamental tool that works best if you use "Listen to Repeat."

APPLICATION

Hyper-Curious in 30 mins

FOCUS

What we don't know about ...



7 min.

GENERATE

As many questions as possible



7 min.

IMPROVE Qs

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.

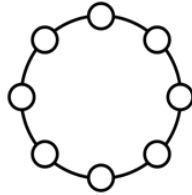
Safety and Trust are foundational ...

People who feel ...



Competent

Employees who feel supported, well-trained, well-informed and, when necessary, appropriately corrected.



Connected

Employees understand how their performance impacts the company as a whole and can see that impact each day.



Appreciated

The culture is quick to show appreciation and does not focus first on blame, when things go wrong, but on correction.

Devote more time & energy to:



Iterate

Continuous improvement at one's job leads to continuous improvement throughout the company.



Innovate

Developing new ideas comes from the freedom to Bend, Blend or Break existing ideas.



Create

When your contributions are recognized, you are more likely to be creative when challenged with a new problem.

Because degrees of conflict are necessary for success



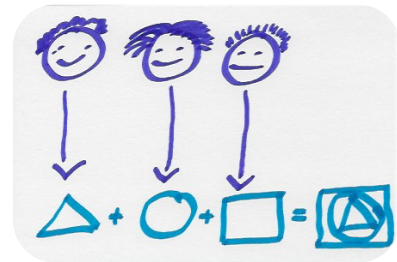
Dependent Collaboration

Day-to-day tasks that require the sharing of information efficiently through a structured process.

TARGET: MANAGED LOW FRICTION = HIGH EFFICIENCY

EXAMPLES:

- Most product and info updates should be low friction
- Customer experience
- Sales process



LEADER'S ROLE:

People are contributing to a final product by focusing on their piece – think of it as an intellectual assembly line. Your focus should be on minimizing the friction so information moves as simply as possible.

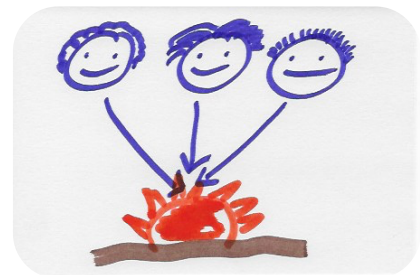
Creative Collaboration

Cross-discipline, cross-department work aimed at finding solutions, creating new options or improving performance.

TARGET: MANAGED HIGH FRICTION = BETTER IDEAS.

EXAMPLES:

- Process improvement
- Innovation, iteration and creation
- Prioritization



LEADER'S ROLE:

With Creative Collaboration, the goal is to solve a problem, improve a process or build something new. This requires an open exchange of ideas, which often means friction. The leader's job is to manage that friction so that participants stay in the Neocortex and Prefrontal Cortex as long as possible.

Prioritization Forums: Identify, Rank & Remove

1

VISION OF SUCCESS

With as much clarity as possible, where does the leader want the organization to be by when.

What's the Where?

2

CURRENT STATE

An employee-appropriate summary of the survey results and/or other metric.

Where Are We Now?

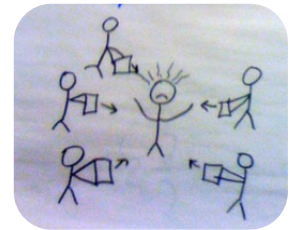
*FOLLOWED BY A
FOUR-ON-THE-FLOOR
TO PROCESS PEOPLE'S
GUT REACTIONS*

3

BARRIER DRAWING

a. Outside forces. What things can we not control?
b. Internal barriers.
Draw a picture of what gets in the way of the vision of success

Everyone Draws



4

THEMES & PRIORITIES

Use the drawings to find common themes; prioritize based on performance impact

Listen first. Solve together.

5

POST-WORKSHOP

ENLIST VOLUNTEERS

Ask for people to vote on priorities and volunteer to be on a task force.

TASK FORCES

What can be done in 60 days?
What requires more resources?

What is Possible?

6

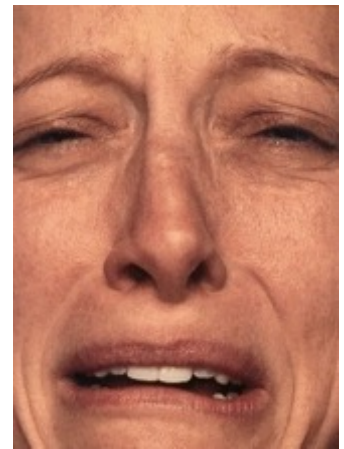
4 MEETING STRUCTURE:

- Refine Problem Statement
- Brainstorm Solutions
- Select Solution
- Prepare pitch to leadership



Mad

Frustration Furious



Sad

Disappointed Depressed

Four on the Floor

Focus on solutions by avoiding binary conflicts

Purpose

Discussion of emotionally charged ideas and proposals; gauging the mood of the room; developing back-up plans; avoiding unnecessary conflict and manufactured 'sides'; making sure all voices are heard in a supportive, safe forum.

Process

- 1** Divide room into four regions representing the four primary emotions – Glad, Sad, Mad & Scared.
- 2** Propose a statement, strategy or action in clear terms, such as "Starting the first of next month, the company will do X." Make clear who owns the final decision.
- 3** Ask participants to move to the part of the room that best represents their gut reaction to the statement – Mad, Glad, Sad or Scared.
- 4** Have people explain why they chose as they did.
- 5** Listen for surprises. Ask follow-up questions. Record potential hurdles and benefits. Recognize red flags.
- 6** Remember: There are no good or bad emotions
Ask: What would have to change for you to move to Glad?

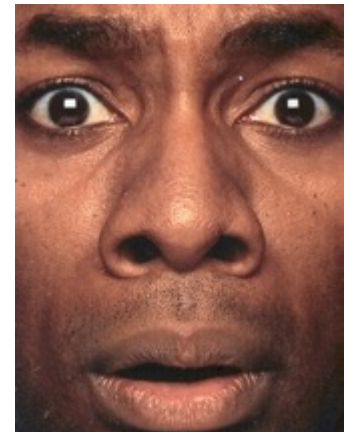
Glad

Optimistic Euphoric



Scared

Cautious Terrified





SPEAKING TRUTH

An often awkward, but almost always effective, architecture for raising difficult issues.

1. Begin with a handshake or other signal of mutual respect

2. Start by stating the purpose and intent

- Is this about you, a co-worker, your manager?
- Is it about behavior or performance?
- Make it clear you don't expect a solution right away, but feel this issue is important.

3. One person speaks at a time; deal with one issue at a time: This ensures that both people will get heard.

4. State the "emotion" before the issue.

- Acknowledging the emotional context early reduces tension, allowing you to focus on issues.
- Having the other person repeat the emotion back will prevent both sides from having to "demonstrate" the emotion through tone or body language.

5. Ask the person to repeat what you said.

- This allows each person to feel they were correctly heard; giving them the chance to clarify points if they were not understood
- It also slows down the dialogue, which reduces tension and increases understanding.

End with a handshake

Keep your body language open.

Uncross arms and legs

Remove obstacles between participants

No desk or table between you

Let the Contrary lead the discussion

And propose the first solution

Use the four feelings cards to keep the conversation focused and clear.

Start by stating the emotion

Listen to repeat back what you hear.

Not to solve; you'll do that together, later

Speak only for yourself

Avoid hearsay; stick to what you know for sure

Be specific - use concrete language

Don't use metaphors; use examples

Replace "but" with "and"

No one remembers what you said before "but"

Choose Most Respectful Interpretations

Most people are self-serving, not evil

Welcome difficult truths.

Everyone can lie

Everyone can tell the truth

Make it easy to tell you the truth

Cadenced Conversations fuel excellence

1 Empowerment Grid Every 6 months

- What decisions can I make on my own?
- What decisions do we make together?
- What decisions can only my manager make?
- What decisions I would like to make and what I will do to prepare myself



TOOL:

PERMISSION <small>Decisions made only with approval is optional or consult</small>	EMPOWERMENT BOX <small>List these decisions and areas of control you can act upon without approval, notification or reporting.</small>
Pricing	AUTHORITY & RESPONSIBILITY <small>Decisions I can make on my own</small>
Committing resources	Stay in contact with clients
Introducing non-RC tools	Initiate conversations about training ops with client
Diagnostics	Deviate from agenda to adapt to on-site issues
Take lead with client	Work with WPD consultants on non-RapidLean work
Enlist help of other consultants	Set deadlines for clients
	Make travel arrangements
	Make materials requests of Jessica

3 Team check-ins Weekly or biweekly

- How are we doing vs. metrics?
- What is going well?
- What could be going better?
- Whose help do we need to remove any barriers?



TOOL:

CADENCE Team  weekly  45-50 mins	
Check-In	
Metrics? OVERALL PLT	Well? SUCCESSSES CELEBRATIONS
Barriers? Underperforming? What barriers are in the way?	Who? Who are the people best able to remove the barriers?
Check-Out Review commitments	

2 One-on-Ones Weekly

- What happened last week?
- What's happening this week?
- What barriers are you facing?
- How can I help?

TOOL:

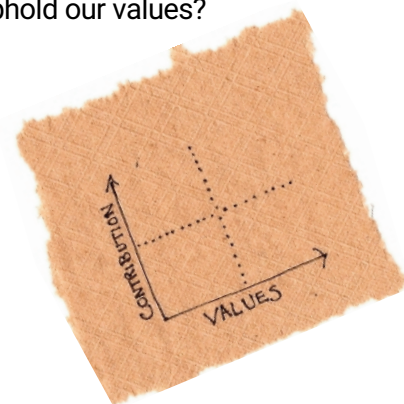
CADENCE 1:1  weekly  20-30 mins	
STRUCTURE Are you above or below the Courage Line?	
What happened last week?	What's happening this week?
What barriers have you run into?	How can I help?

4 Success stories Whenever needed

Start the day, a meeting or any gathering with:

- What did we do right?
- What did we do wrong and learned from?
- Did we uphold our values?

TOOL:



Rapid Lean

Combining tools to improve processes

	DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
LEAN STEPS	Define Customers and Requirements	Define Opportunity and Metrics	Define Performance Objectives	Develop Potential Solutions	Metrics, standards and procedures
	Develop Problem Statement, Goals and Benefits	Detailed Process Map as thing are! Develop Data Collection Plan	Identify Sources of Variation Theorize Root Cause(s)	Assess Failure Modes of Potential Solutions Validate Potential Improvement by Pilot Studies	Verify benefits, savings and profit growth Communicate & Celebrate
	Identify Champion, Define Resources				
RC TOOLS	Check-ins/Courage scale Barrier ID through Priorities Forum Stakeholder Circle Company values	Current State Mapping Complicated vs Complex	1-year-out exercise Confidence Meter	Syndromes & Bias Checks 1-minute Consultations Four-on-the-Floor	Brain Train for communication

How to understand your process problems:



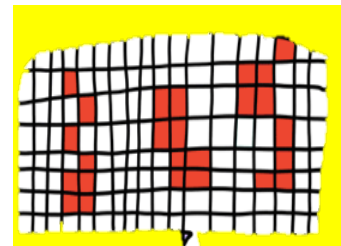
Complicated

Complicated systems could originally have been simple or complex, but were made hard to explain or rationalize by human interventions, such as:

- non-natural additives
- deletions or modifications
- arbitrary rules
- not adapting to current situations

A complicated system must be corrected to improve performance.

Continuous improvement efforts are best focused on untangling the complicated.



Complex

Complex systems can be studied, understood and described with a consistent explanation. They can be adapted to, but rarely altered.

Complexity describes many systems' natural state, meaning they are:

- highly detailed;
- with numerous connections;
- and multiple layers.

A complex process isn't "solved." It is explained as simply as possible.

Use the Tools to Build Your Own Solutions

Lessons

- A manager's first job is to **clear barriers** to excellent performance
- Treating **emotions as data** leads to better business decisions.
- **Positive and negative feedback** not only don't improve performance they **make it worse**, unless the receiver gives permission.
- **Anger can be helpful**; apathy is always dangerous

Guideposts

- Work with the brain, not against it
- Employees want to learn and can process new information
- Performance is driven by employees; guided by leaders
- Empowerment with accountability results in performance that is informed by data and experience.

Actions

These 17 tools – grounded in the way our brains work – can be used separately or together.

As a leader, using these tools is a “Go First” decision that makes “Going Back” easier and much more productive.

1. When faced with removing a performance barrier, choosing the right mix of tools is the first step.
2. The goal is to get people to Patterns and Meaning as smoothly as possible by choosing Safety and Respect tools that promote honest conversations
3. This can mean spending more time with Safety and Respect exercises than you expect. But you will make up the time once you reach Patterns.

SAFETY	SAFETY	RESPECT	PATTERNS	MEANING
Hello Circle				
Ground Rules				
Check-in/Check-out				
Feedback Consent				
Listen to Repeat				
RESPECT				
Four-on-the-Floor				
Barrier Drawings				
Speaking Truth				
Courage Scale				
PATTERNS				
Behavior Calculator				
Stakeholders Circle				
OKRs				
Cadence				
MEANING				
Brain Train				
1-minute Consultation				
Respectful Contrary				
Empowerment Grid				