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Effectiveness
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“Don’t Step in it Twice”

Lessons Learned Over the Years

CACUBO Annual Meeting

October 4, 2015

Founding Words

- Trust
- Respect
- Dignity
- Integrity



- Commitment



Insights from the Trenches...

- Book learning
- Real learning
 - Watching
 - Experiencing
 - Observing
 - Failing
 - Learning
 - Passing on



Don't Step in it Twice

- The stories change but not the lesson.
- The story will be repeated until the lesson is learned.
- Even with pain, some never learn the lesson.
- There is a readiness level – little happens until it is reached.
- Change comes from within, not from without.
- Let's begin our journey.



1. The Importance of Dignity

- Assuming normal, we each want to be the best we can be.
- Dignity is paramount (and it is intangible).
(partner with someone and define Dignity)
- Dignity violation is typically the cause of failed relationships and/or emotional pain. (i.o.u.'s)
- When dignity is violated; logic, rational behavior and problem solving surrender..."being right" becomes the goal.
- Lose – lose is a step away.
(“Why did you do that?”)



1. Learnings...

- There is a reason (Water runs downhill).
- Dignity is a heart issue, not a head issue. Heart issues trump head issues.
- Only way head trumps heart is with power.
(“I’m right” or “I’m telling you...”)
- When Intent and Impact do not align, power game is on; credibility suffers.
(I.O.U.’s stored and paid back).
- Second source of disconnects...fly-bys
(usually related to Behavior Style)



2. The Importance of Clarity and

3. Importance of Common Purpose

- We use words to get to Clarity and Purpose.
- We assume words mean same thing to each of us – they do not!
- Words come from our experience – and we do not have same experiences.

(farm boy/city kid, oldest/youngest child, leader/follower, wrong side of the tracks, silver spoon, gifted...

- Label or rationalize to understand or justify.





*I don't hear what you say...
I hear what I think the words mean.*

Why is this?

Gestalt...the drive for closure, want it to make sense to me, I need a reason.



Examples

1. Fluffy
2. Oregon grape growers
3. Elephants
4. Dignity issue – “going postal”



2/3. Learnings...

- It takes COURAGE to get to clear and common.
 - **WHY** and **WHAT** need to be clear before discussing **HOW**.
 - Discussing **HOW** without **WHY** and **What** - does not lead to consensus or agreement.
 - (cliques form, public and private behavior are different, common purpose exists in words only, credibility suffers)
 - Requires the appropriate use of Questions
 - “Good Leaders Ask the Best Questions” (J. Maxwell)



2/3. Learnings continued...

○ Without Clear and Common:

- Trust and Respect break down
- Lack of alignment intent and impact, credibility suffers
- Exclusion begins, doubt emerges

○ The importance of paradigms

- Breakthrough info comes from periphery
- Periphery needs same WHY and WHAT
- Has to be purposeful – history and Org chart prevent or limit transparency
- DANGER if there is not purposeful sharing:
 - incubation period for P.M.L.s (“you know...”)



2/3. Learnings continued...

○ Real Questions

- About your needs, my credibility increases.
- About my needs, my credibility suffers.
- Not about punctuation; It is about non-verbals – tone, timing, volume
- Fight the tendency to make statements!

Examples:

- “I don’t care what you think...” (with tone and attitude)
- “I agree that is an option” – (pause) “That surprises me...” (softer and curious)



4. Danger of Doubt

- Natural access to talent and skills requires confidence.
- Doubt incapacitates, quickly impacts confidence.
- Confidence requires repetition, repeated patterns, muscle memory – react, don't think.
(athlete, golfer, pedestrian...)
- Intelligent leaders/skilled workers become paralyzed by doubt – the cost is very high – dollars or credibility.
(Monday-Friday cars, BB coach)



4. Learnings...

- There are people present who know what to do. Have been trained to “not do”.
- There is a reason natural flow does not exist.
- When Intent and Impact do not align, risk-taking diminishes, courage disappears, confidence wavers.
(new CEO Chrysler, emperor’s new clothes)
- Doubt causes uncertainty...
 - Uncertainty leads to hesitation...
 - Hesitation leads to reduced trust...
 - Reduced trust leads to loss of courage.



4. Learnings continued...

- Outside view can see what inside view cannot.
- Will share only when confident no negative consequence – **unless value is violated!**
- Causes of Doubt
 - Brilliant task, minimal people skills
 - Brilliant people skills, minimal ability for task
 - WHAT with no HOW
 - HOW with no WHAT
 - Above midline Styles (task) vs below midline Styles (people)
 - Left of midline Styles (implement) vs right of midline Styles (initiate)



5. Alignment of Authority and Accountability

- Cause/effect are naturally and forever linked.
(hand in fire, breathe under water, hit the class bully)
- Unlinking cause/effect has tremendous price tag.
 - Loss of credibility through creation of doubt directly impacts both Trust and Respect, causes hesitation...
- Examples
 - Jet bridge in St. Louis
 - College Football
 - Ferguson, Missouri
 - Congress



5. Learnings...

- When perceived cause/effect is not in place and there are no consequences:
 - Feelings of helpless, hopeless emerge; then anger
 - Move from Common Purpose to self protection
 - Defending, rationalizing and justifying become common
 - Winning replaces cooperation/collaboration
- Examples
 - VA
 - whistle blowers with laws to protect
 - gun laws
 - different rules for different people (insider info)
 - parent with sick child



5. Learnings continued...

○ Bottomline:

Asking questions is a good thing, but double edged sword:

- Create awareness – takes courage
- Cause doubt – “Why are you asking?”
- Move from Common Purpose to neutral/protection
- Sub groups appear, silence pervades, public and private behavior are now different.
- Credibility suffers in the eyes of others - but not talked about



Conclusions

1. These 5 components are forever linked.
 - Dignity, Clarity, Common Purpose, Doubt, Alignment of Authority and Accountability
2. Logical order, but they happen randomly.
3. Lead to **Teams That Work**
 - 1) High Level Trust
 - 2) High Level Respect
 - 3) Commitment to Clear/Common Purpose
 - 4) Willingness and Ability to manage conflict
 - 5) Focus on Results
 - 6) Alignment of Authority and Accountability



BOTTOMLINE

- The key is team focus and synergy: Clarity and Transparency
 - Takes courage
 - Requires dignity
 - Shows up in our behavior; how we talk and act.
- “If you want it done right, do it yourself.”
- **Not true**
- “If you want it done fast, do it yourself.”



BOTTOMLINE continued...

- Accurate statement: “If you want it done right, ask someone else do it.”
 - Requires trust and respect
 - Requires letting go
 - Requires clarity and transparency
 - Requires asking questions, especially tough ones while not violating trust and respectful treatment
 - Requires courage to ask for accountability when clarity is lost or doubt is rampant
 - Requires energy to continually provide W.O.W.D.

Dignity, Clarity, Common Purpose, Doubt, Alignment of Authority and Accountability

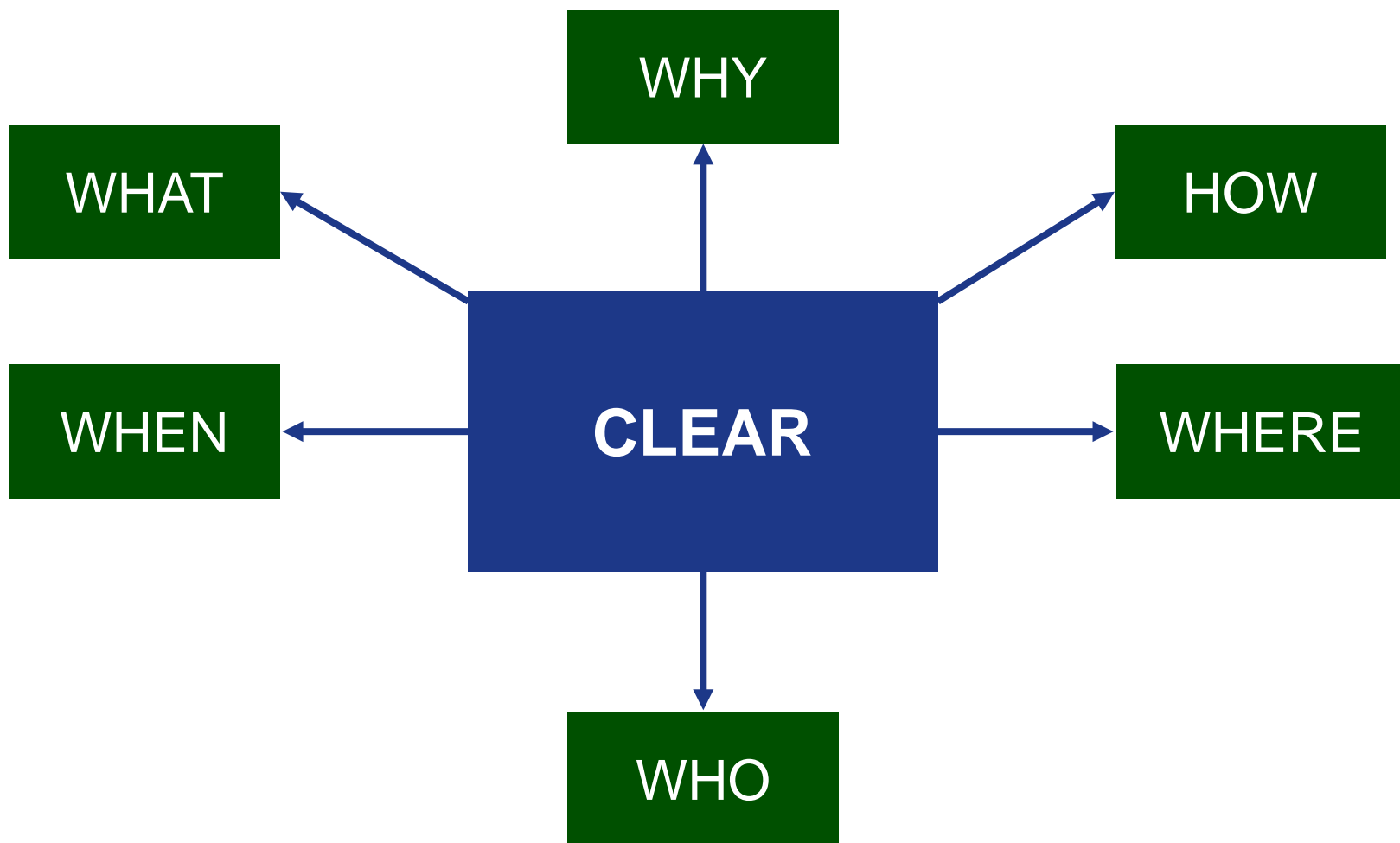


Your role and my role are the same

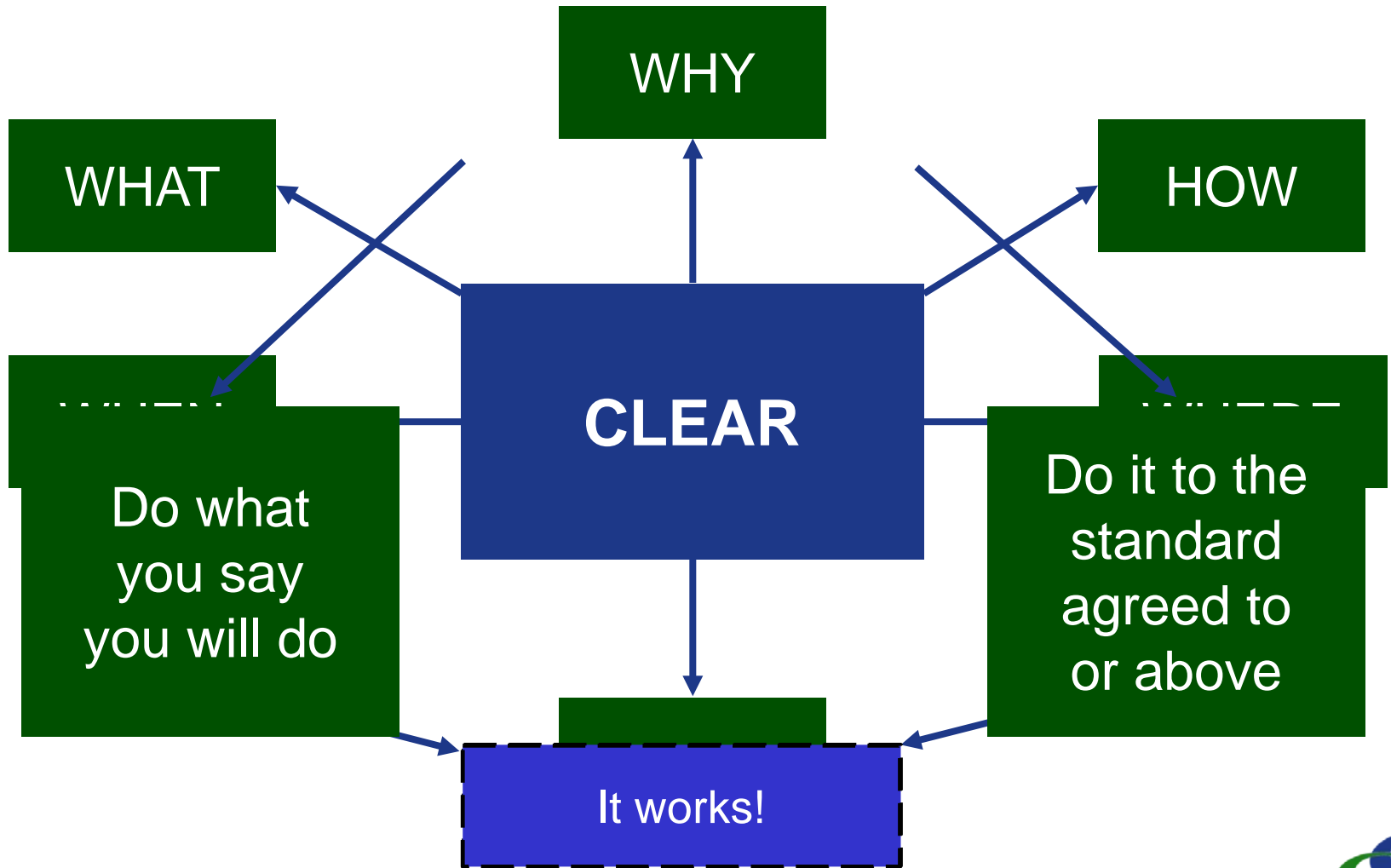
- Be a truth teller in a way people can hear it. Why?
- Once aware, people are able to modify their own behavior to be others oriented and not self oriented.
- Which means...
 - ...they can role model trust and respect
 - ...they can ask the tough questions (W.O.W.D.)
 - ...they can measure results
 - ...they can keep cause/effect in balance



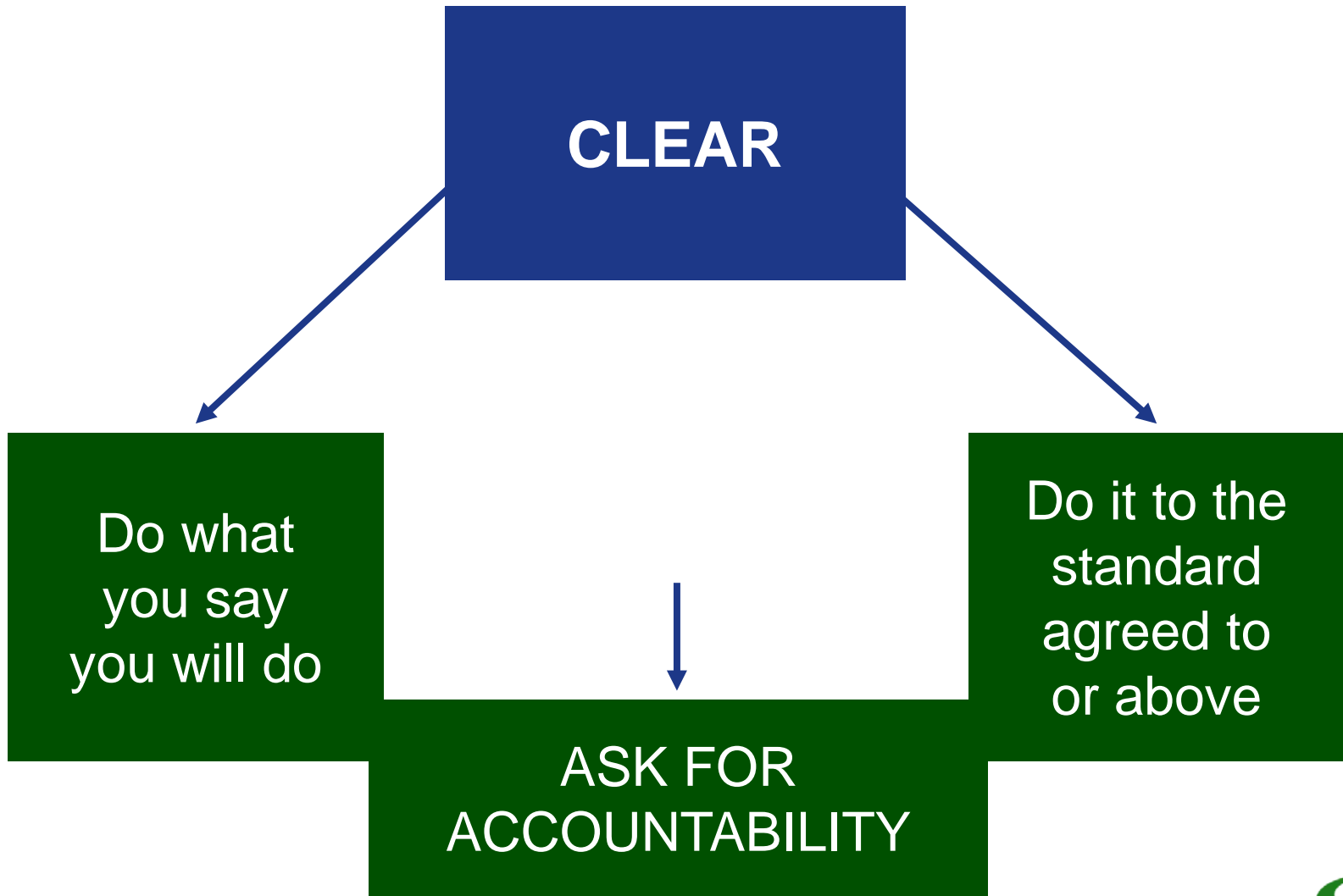
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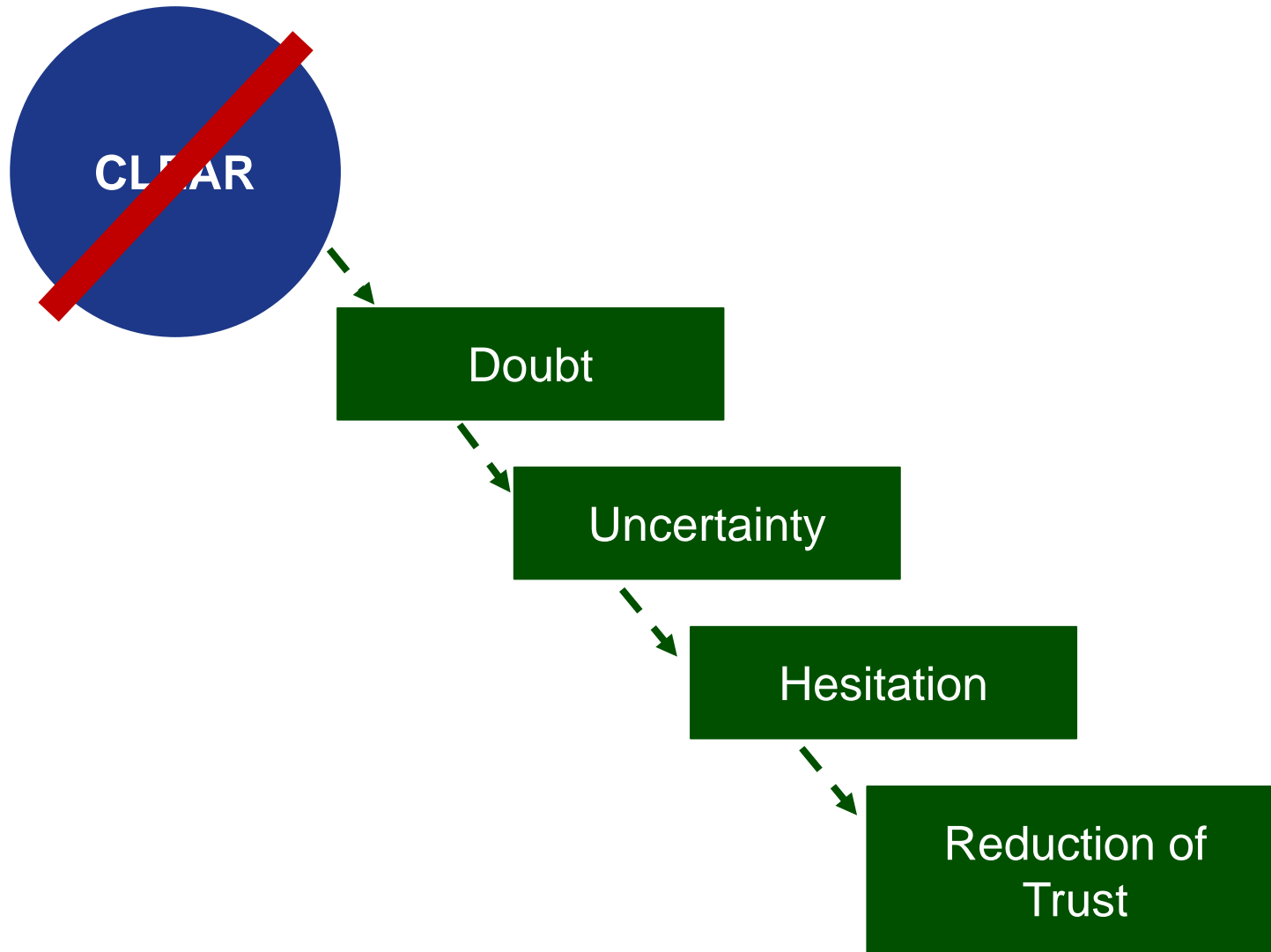
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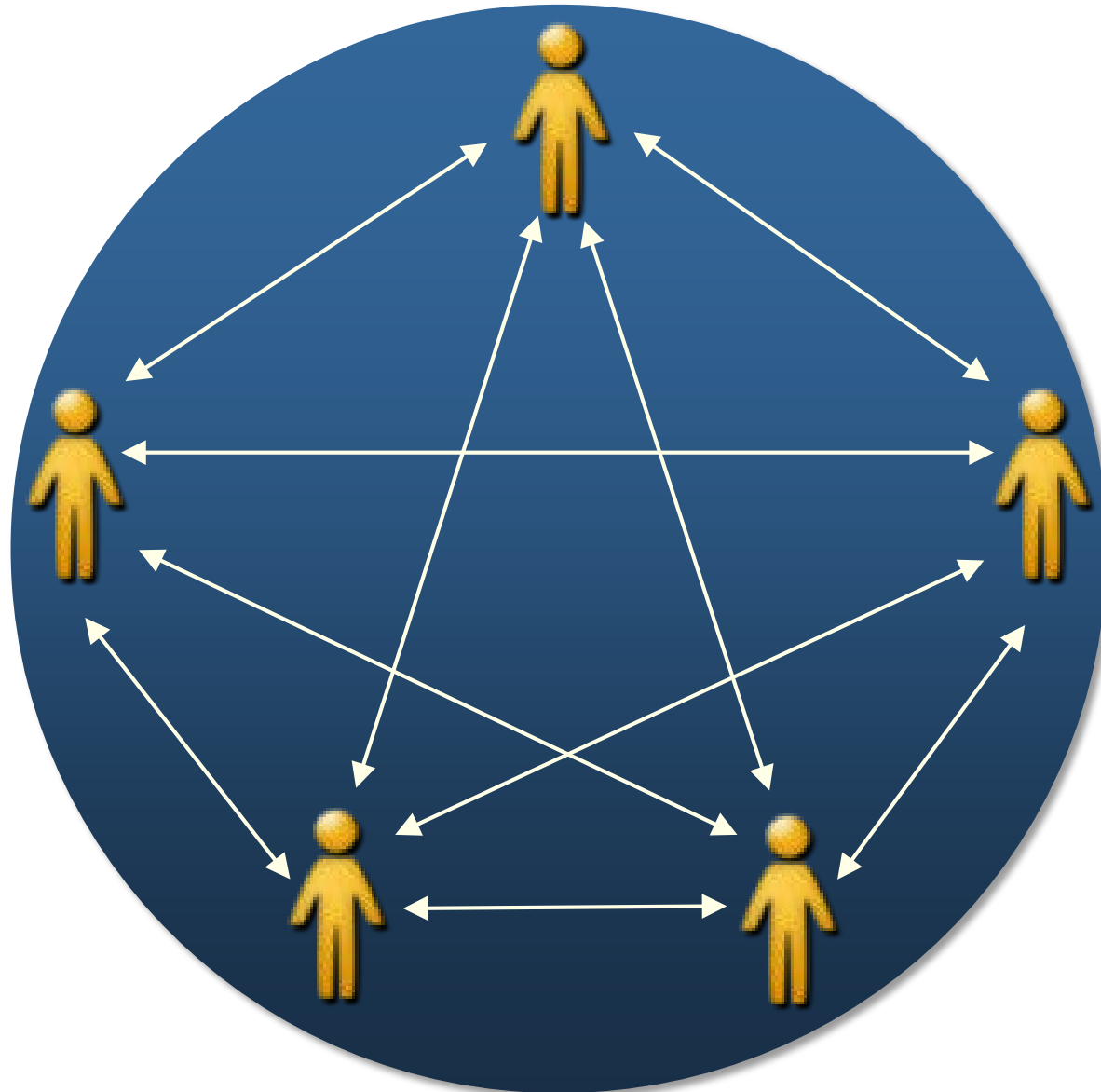
THE PATHWAY



THE CHALLENGE



TEAM REQUIRES ACCOUNTABILITY



WHY IS LEADERSHIP SO TOUGH?

- Clarify the “Why” tied to a Clear Purpose
- Role-model Trust and Respect (**W.O.W.D.**)
- Measure results; ask tough questions
- Keep cause and effect in balance
- Acknowledge and Appreciate
- Demonstrate behavior that is team oriented and not self oriented.



BE A DIFFERENCE MAKER

1. Pay attention to *Dignity*.
2. Be *Clear*.
3. Inspire others to *Common*.
4. Confront *Doubt*.
5. Ask for *Accountability*.

It is noticed.

It is appreciated.

