This powerpoint is the copyrighted content of the Effectiveness Institute.

It is provided to assist in your personal review and integration.

Do not use without permission.
Contact Info

Tom Champoux 425 458-5869
tom@effectivenessinstitute.com

Amy Duran 425 458-4887
amy@effectivenessinstitute.com

Website
www.effectivenessinstitute.com
“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”
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
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.”
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
THE PATHWAY

WHAT

WHEN

WHY

HOW

WHERE

WHO

CLEAR
THE PATHWAY

WHAT

Do what you say you will do

WHY

It works!

HOW

Do it to the standard agreed to or above
THE PATHWAY

CLEAR

ASK FOR ACCOUNTABILITY

Do what you say you will do

Do it to the standard agreed to or above
THE CHALLENGE

CLEAR

Doubt

Uncertainty

Hesitation

Reduction of Trust
TEAM REQUIRE 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.*