



GOOD AUTHORITY:

How to become the leader
your team is waiting on

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Resources for this presentation

▶ Coaching for leaders podcast

- ▶ WWW.COACHINGFORLEADERS.COM
- ▶ Episode #306

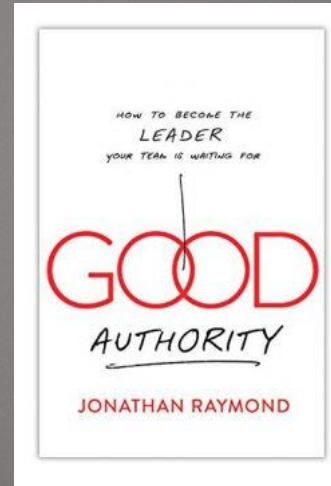


www.coachingforleaders.com

- Free online resources and episodes, podcasts available with your smartphone

▶ Good authority: how to become the leader your team is waiting for

- ▶ By Jonathon Raymond
- ▶ www.refound.com

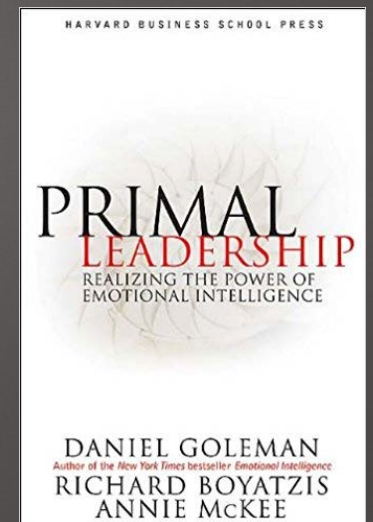
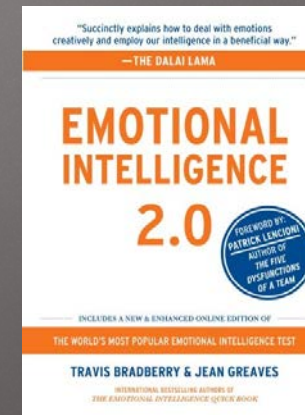


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- Online resources,
- accountability quiz;
- fixer/fighter/friend quiz

▶ Emotional intelligence: Emotional intelligence 2.0 and Primal Leadership

- ▶ By Daniel Goleman, Richard Boyatzis, and Annie McKee



Learning outcomes

- ▶ Name one myth why people don't hold others accountable
- ▶ Recall the five steps of the Accountability Dial
- ▶ Apply one aspect of the Accountability Dial to a sample situation as a group

HELLO

I AM...

ACCOUNTABLE

Five Employee Engagement Myths

I can't find good people.



Five Employee Engagement Myths

Nobody cares as much as I do.



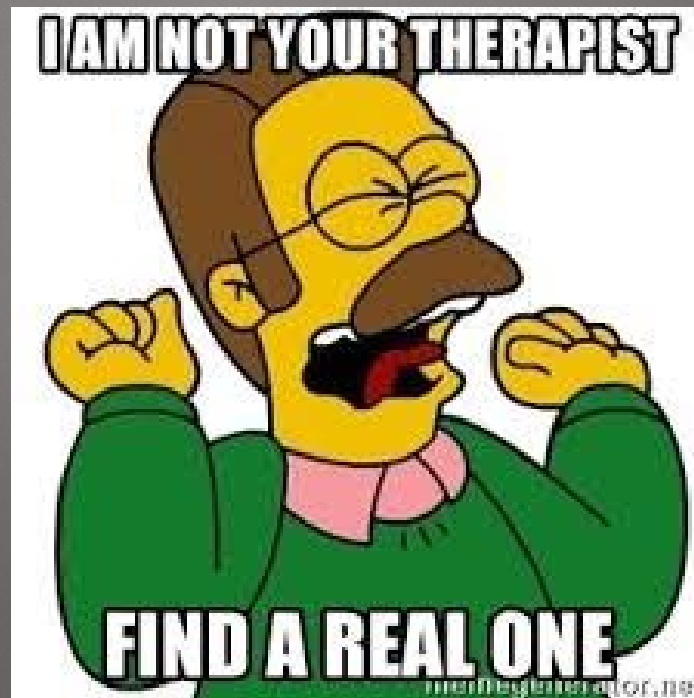
Five Employee Engagement Myths

I can't afford to invest time in someone who is just going to leave anyway.



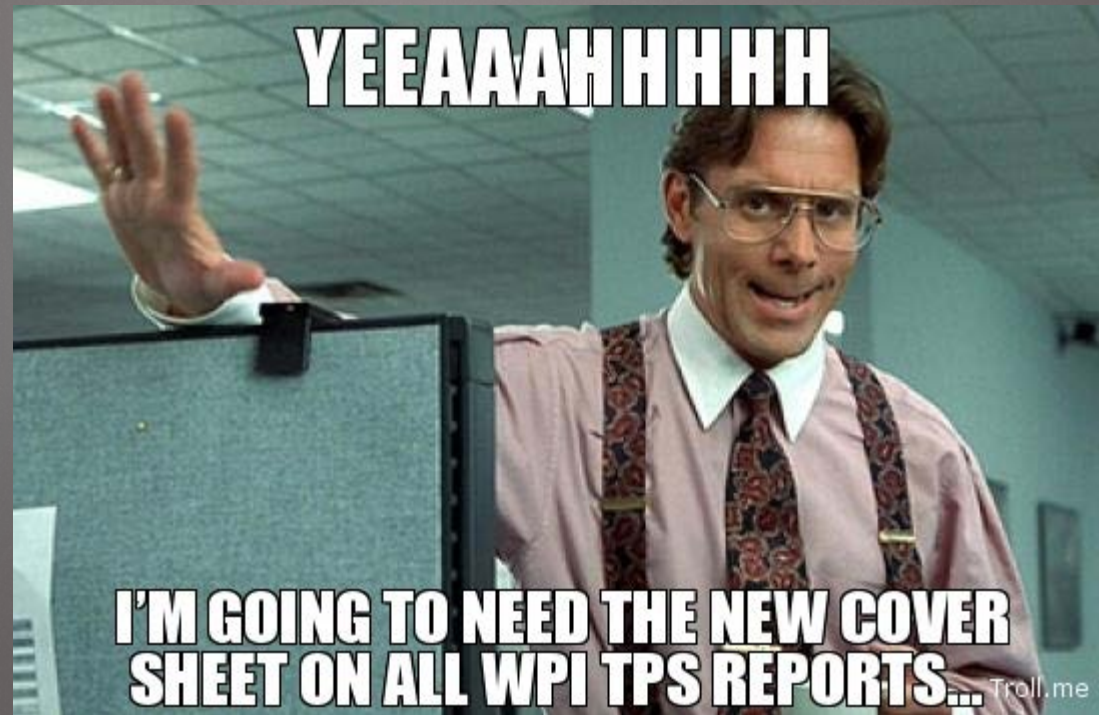
Five Employee Engagement Myths

I'm not a therapist, I don't have the skills to help them with their personal problems



Five Employee Engagement Myths

We just need better systems and more communication.



Trend of New Employees

- ▶ You hire someone and hope they will fill the gap you're seeing on your team
- ▶ They start doing some things well, but after a few months (or shorter) you start to notice there are limitations.
- ▶ How individuals respond to not knowing what they don't know will indicate that they are avoiding the next step in their growth:
 - ▶ Covering up or attempting to brush off the severity of a mistake
 - ▶ Embedding themselves as a go-to person (bottleneck) by creating a system only they know how to use
 - ▶ Resorting to quick fixes instead of asking questions and looking for root causes
 - ▶ Asking for more time or resources than what was agreed upon to complete a project
 - ▶ Not coming to you when something goes wrong so you can work together to improve
 - ▶ Letting tension build with a teammate instead of coming to you for advice on how to handle it

The Accountability Dial

The reason why most feedback isn't effective is because it's delivered *too late, with too much intensity, and isn't connected to a personal meaningful goal.*

Use **The Accountability Dial** to talk with your team member *early*, giving them *specific examples* that help them find their *healthy self-interest* in making the change.

THE ACCOUNTABILITY DIAL

How to Help Your Team Take Personal Ownership of Their Role

1

The Mention

Pull them aside to tell them something you're noticing as close to real-time as possible.

2

The Invitation

Give them two or three examples of how this behavior is a pattern or theme that they can work on.

3

The Conversation

Use your weekly meeting to unpack the issue. Guide them to see how this pattern is holding them back from their personal goals.

4

The Boundary

Make an agreement about what needs to change, by when, and the concrete actions they're committed to taking.

5

The Limit

Before you give up, have one more heart-to-heart talk that it's their final chance to make a meaningful breakthrough.

The Accountability dial

Step 1: The Mention

- ▶ Pull them aside to tell them something you're noticing as close to real-time as possible.
- ▶ How to do the mention:
 - ▶ You Make an observation with an open mind.
 - ▶ You Don't assume you know why something is happening, but you have a theory.
 - ▶ **This is not a sit down meeting**...this is an "in-passing" statement and potential quick follow-up
 - ▶ You Put something into the space for your team member to investigate for themselves.
 - ▶ You Leave it alone for a set period of time (one week, five days) and keep an eye on it to see if anything changes.

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Step 2: The invitation

- ▶ You have done the mention and the person you're trying to help hasn't picked up on the thread on their own.
- ▶ Give them two-three examples of how this behavior is a pattern or theme that they can work on.
- ▶ How to do the invitation:
 - ▶ This is meeting in your office or a private space.
 - ▶ This is a shift in the tone from the mention. Assert a little bit of authority in an active way.
 - ▶ Sketch some lines of a boundary but leave yourself room to firm those boundaries later if needed.
 - ▶ You're going to ask questions to try to gauge their curiosity

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Step 3: The Conversation

- ▶ This is the crucial notch on the accountability dial.
- ▶ How to do the conversation:
 - ▶ Schedule a meeting
 - ▶ Focus completely on this person...no distractions (phone off, volume off of your computer, no knocks on the door)
 - ▶ Most important aspect – Stay on their side and focus on the goal, to help them grow
 - ▶ The purpose of the conversation is to bring home the mention and the invitation in the form of impacts (what they are doing and how it impacts others).
- ▶ The conversation has the potential to go two ways which depend on the team member's actions:
 - ▶ Successful: dramatic personal and professional change
 - ▶ Unsuccessful: the beginning of the end of their time with your team.

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Step 4: The Boundary

- ▶ You need to have a sober and serious conversation that requires them to make a meaningful behavioral change in a short period of time.
- ▶ Be fully transparent that if they can't make the change, they are not going to be able to continue in the job they are in.
- ▶ How to do the boundary:
 - ▶ Be prepared with documentation and facts from previous conversations
 - ▶ Continue to remind the individual that you would like to see them succeed
 - ▶ Be firm and specific in what behaviors need to change in what timeframe
 - ▶ Be transparent about the fact that if they are unable to make the change, how this will effect their employment status (demotion, termination, etc.)

The Accountability Dial: Preparing for The Boundary



1. Have you reviewed the pattern and gotten their agreement on what is happening?
2. Have you given them at least three examples so they have enough data to go on to try and change things?
3. Have you shown them the specific impacts their behavior is having the on team and the department?
4. Have you given them your best advice about how to work on the behavior?
5. Have you kept your door open letting them know that while this is serious, you're still on their side and want them to be successful?
6. Do you have a regularly scheduled meeting so there's a clear date for a next conversation?
7. Have you established a clear time-horizon by when you expect to see the changes start to happen?

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The Accountability dial

Step 5: The Limit

- ▶ This likely means being at the end of their time employed in the current position they are in.
- ▶ While the conversation may be a challenge, the realization that this job is not working out as it needs to be.
- ▶ How to do The Limit:
 - ▶ This is short and to the point. There should not be time for discussion or conversation.
 - ▶ Everything that should have / could have been done has been done.
- ▶ Trust your intuition and trust in the process.

More Yoda, Less Superman



Less Superman...The Friend



- ▶ What is a Friend?
 - ▶ "We are all one big family."
 - ▶ Hard to hold people to a higher standard
 - ▶ Hard to hold a consistent standard of excellence
 - ▶ Tend to create and support cultural dynamics that lack accountability
- ▶ The Gift of friends
 - ▶ A natural care for people
 - ▶ Focused on culture
 - ▶ Service-oriented
- ▶ The Challenge of friends
 - ▶ Struggle to create a culture of accountability
 - ▶ Hard to impose consequences
 - ▶ Family atmosphere
 - ▶ Difficult to stand of what will move the team forward

Less Superman...The fighter



- ▶ What is a fighter?
 - ▶ “Why wouldn’t we?”
 - ▶ Focused on team, organization, and purpose
 - ▶ See opportunity and possibilities at all times
 - ▶ Never run out of energy
 - ▶ Create a lot of work for everyone
- ▶ The Gift of a fighter
 - ▶ Never stop asking why
 - ▶ Always pushing for things to be better
 - ▶ Idealistic
 - ▶ Naturally inspiring
- ▶ The Challenge of a fighter
 - ▶ Struggle to see the value in little things
 - ▶ Don’t get granular
 - ▶ Lose focus on reality
 - ▶ Status quo is never good enough

Less Superman...The Fixer



- ▶ What is a fixer?
 - ▶ "If you want it done right, you have to do it yourself."
 - ▶ Lives in a world of tasks
 - ▶ Micromanage
 - ▶ Catch other's mistakes
- ▶ The Gift of a fixer
 - ▶ Professional
 - ▶ Take the time to everything right
 - ▶ All about mentoring
 - ▶ Very high standards of excellence
- ▶ The Challenge of a fixer
 - ▶ Lose the forest for the trees
 - ▶ Less focused on the human elements of the job
 - ▶ Must have the experience to know how to handle it

ACTIVITY



- ▶ Get into groups that you self-identify as (Fixer, Fighter, Friend)
- ▶ Use the scenarios to determine which step of the Accountability Dial you would be at as the manager of this individual and how would you handle the conversation.
- ▶ FIXERS – Scenario 1
- ▶ FIGHTERS – Scenario 2
- ▶ FRIENDS – Scenario 3

Tips to take

- ▶ Mission/Vision/Values – everything you do as an organizations needs to be tied to these foundational components.
- ▶ Clear and concise expectations and outcomes – know what you are doing, why you are doing, and what the results should be.
- ▶ Let people do their jobs – they may not do it the way you would do it, but that doesn't make it wrong.
- ▶ Document Document Document Document Document Document Document
- ▶ Assessment of goals and outcomes – needs to built into all projects and programs. Don't wait till it is over to address concerns.
- ▶ Agreed upon formalized process for how you handle communication and discussions related to job performance – again, don't wait till January to discuss an entire year's worth of issues.
- ▶ Emotional intelligence factors – self awareness, self management, social awareness, relationship management.



Questions,
comments,
concerns?