

Seven Leadership Pillars

1. **Inspires** with a clear vision and roadmap
2. **Listens** with openness and curiosity
3. **Speaks** with transparency and authenticity
4. **Facilitates** healthy debates and meetings
5. **Makes Decisions** inclusively and effectively
6. **Delegates** effectively and creates accountable teams
7. **Supports Others** in developing and succeeding

Leadership Behaviors (51)

1. **Inspires** with a Clear Vision & Roadmap

- 1.1 Embodies and shares a compelling vision of the future.
- 1.2 Communicates and breaks down the vision so that people see how they fit in.
- 1.3 Establishes clear roadmaps that define the milestones & short-term future.
- 1.4 Establishes clear priorities so that people know what to work on.
- 1.5 Renegotiates priorities with others when things change. Does not pile on new objectives without reprioritizing old ones.
- 1.6 Establishes key metrics and indicators to stay on track.

2. **Listens** with Openness & Curiosity

- 2.1 Brings curiosity and willingness to be influenced.
- 2.2 Actively seeks different perspectives outside their own.
- 2.3 Approachable and open to critical feedback on their ideas, decisions and leadership style. Willing to learn from mistakes.
- 2.4 Digs for others' underlying interests and concerns.
- 2.5 Listens to ideas fairly, regardless of who is presenting them.
- 2.6 Empathizes with others and notices people's emotions.
- 2.7 Listens in a way that people feel heard.

3. **Speaks** with Transparency & Authenticity

- 3.1 Clearly expresses where they stand on issues.
- 3.2 Shares their opinions and concerns, even if unpopular or lacking certainty.
- 3.3 Owns their opinions as opinions. Does not position their opinions as facts to prove their point.
- 3.4 Addresses challenging issues promptly. Names the elephant in the room.
- 3.5 Gives honest feedback. Shares their perspective when they are dissatisfied with people's work.
- 3.6 Cleans up issues with others. Does not harbor resentment.
- 3.7 Admits when they made a mistake or were not accurate.

4. Facilitates Healthy Debates & Meetings

- 4.1 Leads effective meetings. Clarifies the objectives and avoids unnecessary rabbit holes.
- 4.2 Stays present and avoids cell phone and computer distractions.
- 4.3 Embraces creative conflict. Does not shy away from passionate debate.
- 4.4 Draws the quiet people out.
- 4.5 Brainstorms with others to generate creative solutions.
- 4.6 Has sufficient understanding of an issue and others' opinions before advocating for a specific solution.

5. Makes Decisions Inclusively & Effectively

- 5.1 Includes the right people in decision-making.
- 5.2 Considers others' opinions and concerns before deciding. Respects people's roles and expertise.
- 5.3 Has a bias for action. Willing to try out ideas and see what is learned, eg. rapid prototyping.
- 5.4 Makes good and timely decisions. Takes appropriate risks even if all the information is not available.
- 5.5 Is clear when a decision is made and ensures full group alignment. Even if some people would have made a different decision, they "disagree and commit."
- 5.6 Establishes clear next steps.
- 5.7 Proactively informs people who are impacted by decisions.

6. Delegates Effectively & Creates Accountable Teams

- 6.1 Ensures commitments are clear, realistic, and agreed upon (who is doing what by when).
- 6.2 Does what they say they will do. Follows up.
- 6.3 Proactively seeks support from others when needed.
- 6.4 Tracks progress on commitments and ensures completion.
- 6.5 Renegotiates when commitments are in jeopardy. Avoids surprising others with bad news or last-minute delays.
- 6.6 Allows people to fulfill their roles and make decisions without micromanaging them.
- 6.7 Holds people accountable. When commitments are missed, discusses what went wrong and gets a new commitment.
- 6.8 When tasks are completed, gives helpful feedback (both positive and negative).
- 6.9 Builds a diverse team that can accomplish the goals of their function.
- 6.10 Ensures the right person is in the role, moving or letting people go when it's the wrong fit.

7. Supports Others in Developing and Succeeding

- 7.1 Motivates people to bring their best and strive for excellence.
- 7.2 Offers frequent and genuine appreciation for people's contributions.
- 7.3 When people are failing, offers support and resources (instead of beating them up).
- 7.4 Debriefs issues. Assumes positive intent and helps others learn from mistakes.
- 7.5 Coaches, challenges and supports people to develop their skills and careers.

- 7.6 Leads effective 1-on-1's.
- 7.7 Does not talk negatively behind people's backs (no triangulation). When they have an issue, they speak directly to the person.
- 7.8 Cultivates an inclusive team environment where every team member can speak up and fully contribute.

My Leadership Plan

This is the structure for each Leadership Micro-practice you want to work on. An example for each Micro-practice follows, with articles, podcasts, and other resources to learn more.

- **Description:** Notes, Examples of Current or Desired Behavior
- **Stop/Start/Continue**
 - Stop Doing
 - Start Doing
 - Continue Doing
- **Progress Report Items**
- **Next Steps & Experiments** (by when?)
- **Support Structures** and Reminders
- **Desired Future:** How will I know that I achieved my goal?
- **Cost of not achieving** this goal for yourself and the company
- **Articles, Podcasts, Videos & Books** (Bold the items that are most appealing)

Leadership Plan - Examples for Each Micro-Practice

Examples of Start Doing, Stop Doing, Continue Doing + Relevant Articles, Podcasts, Books...

1.0 Inspires with a Clear Vision and Roadmap

1.1 Embodies and shares a compelling vision of the future.

Description and Examples of Current or Desired Behavior

- Inspires people with a well-understood picture of the desired future. People are clear, engaged, and up-to-date on the vision and direction.

Stop/Start/Continue

Stop Doing

- Assuming that other people connect with the vision like you
- Trying to avoid repetition (I already said that)
- Sharing half-baked ideas that are not yet integrated
- Assuming that people automatically believe in senior leadership and the strategy

Start Doing

- Asking people what inspires them about the vision
- Communicating in terms that people can relate with
- Sharing way more often than you think is necessary

Continue Doing

- Connecting with people
- Sharing your passion and inspiration

Progress Report Items

- Embodies and shares a compelling vision of the future.
- People are excited about the future of the company and feel connected to the vision.

Next Steps & Experiments (by when?)

- Understand others inspiration
 - At the next All Hands, get people in groups to talk about what inspires them about the vision of the company and have each group share their notes privately and 1 thing publicly.
 - Make a list of people to ask about what inspires them and when you see them next, ask them, e.g. in your next one-on-one.
 - Send out a survey and ask people what inspires them.
- Find out what lands and what's confusing
 - Give a talk about the vision and ask what landed.
 - Ask people what are their points of confusion.

Support Structures and Reminders

- Let your Head of People and some or all of your leadership team know you're working on this.

Desired Future: How will I know that I achieved my goal?

-

Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Build Your Company's Vision (HBR)
-  Put Vision at the Core of your Growth Strategy (HBR)
-  Include these 4 Elements into Your Vision (FastCompany)
-  Live your Vision Daily (FastCompany)
-  Craft your Mission and Vision Statement (Forbes)
-  Craft Your Vision Statement (BusinessNews)
-  Create your Mission Statement with 4 Questions (Forbes)

Podcasts

-  Embody and Share a Compelling Vision (Saturn Leadership, Gore/MacNaughton)
-  Lead with Mind and Body (Strozzi Institute, Richard Strozzi-Heckler)
-  Set the Drumbeat for your Company (Masters of Scale, Reid Hoffman)

Videos

-  Create a 4-Page Vivid Vision (TEDx, Cameron Herold)
-  Start with Why: How Great Leaders Inspire Action (TED, Simon Sinek)

Books

-  *Start with Why* by Simon Sinek
-  *Vivid Vision* by Cameron Herald
-  *Leadership Dojo* by Richard Strozzi-Heckler

1.2 Communicates and breaks down the vision so that people see how they fit in.

Description and Examples of Current or Desired Behavior

- Repeatedly breaks down the vision. Team members of all departments know how their day-to-day work contributes to the company's future.

Stop/Start/Continue

Stop Doing

- Assuming people can see the big picture and how they fit in
- Undervaluing day-to-day, non-strategic operations

Start Doing

- Help people understand how their work/department is essential to the big picture
- Understanding that operations are key to the company's success
- Valuing day-to-day operations as much as strategic wins
- Discuss/create team mission statements that roll up into the overall mission

Continue Doing

- Connecting the dots for people to see both the trees and the forest.

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Ensure Employees Understand their Role (FastCompany)
-  Write your Goals as Questions (FastCompany)
-  Communicate the Vision to your Team (HBR)
-  Improve your Communication to the Company (Forbes)
-  Connect Meeting Agendas to The Vision (Leadership Strategy)

Podcasts

-  Connect Employee Actions to the Vision (Saturn Leadership, Gore, McNaughton)
-  Communicate Vision in 4 Steps (Masters of Scale, Reid Hoffman)

Videos

-  Save Your Team From Bad Meetings (TED, David Grady)

Books

-  *Leading with Vision* by Bonnie Hagemann, Simon Vetter, John Maketa

1.3 Establishes clear roadmaps that define milestones & short-term future.

Description and Examples of Current or Desired Behavior

- Breaks down the vision so that everyone sees what's happening and when. People understand the projects in their department and across the company.

Stop/Start/Continue

Stop Doing

- Assuming people understand the strategic focus and how to prioritize their time
- Allowing ambiguity across the organization

- Thinking that all of your leaders are good at long-term planning and will stop fire-fighting to put a plan in place without pushing them

Start Doing

- Insisting that each department has at least a 3-month roadmap, if not longer
- Helping people understand the priorities of each aspect and function of the business (supports cross-functional collaboration)
- Getting clear on what won't get accomplished (this frees up everyone to stop waiting and take action)
- Demanding clear milestones so that you can assess how good each leader is at making a realistic plan and executing on it

Continue Doing

- Pushing the team to succeed, while being realistic in what each department can accomplish

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Understand your Employees' Needs For Clarity (FastCompany)
-  Increase Directional Stability with Tiered Planning (PMI)
-  Set, Achieve, and Celebrate Milestones (Asana)
-  Define and Track Milestones (IT Toolkit)
-  Set and Track Department-Specific Goals (Forbes)

Podcasts

-  Define A Clear Roadmap and Milestones (Saturn Leadership, Gore, McNaughton)
-  Set a Single Near-Term Priority for Your Team (At The Table, Patrick Lencioni)



Differentiate Between Urgent and Important (This is Your Life, Michael Hyatt)

Videos



Set the Right Goals (TED, John Doerr)

Books



Startup Boards by Brad Feld and Mahendra Ramsinghani

Tools



One Page Strategic Plan (Gazelles, Rockefeller)



Allocating Scarce Resources

1.4 Establishes clear priorities so that people know what to work on.

Description and Examples of Current or Desired Behavior

- Ensures people understand their priorities and focus their bandwidth on the most important work. Teams understand how to navigate conflicting requests.

Stop/Start/Continue

Stop Doing

- Allowing a loose sense of priorities (what will be accomplished in what order)
- Allowing people to avoid giving deadlines/timelines
- Allowing urgent issues to outweigh important priorities (it incurs high switching costs.)

Start Doing

- Getting a clear roadmap
- Pushing for a timeline, even if it is conservative
- Communicating the priorities in a consistent way

Continue Doing

- Talking through new priorities and figuring out how they fit in
- Getting clear alignment on the priorities

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Prioritize Your Company's Projects (HBR)
-  Strategize what *Not* to Prioritize (HBR)

Podcasts

-  Establish Clear Priorities so People Know what to Work On (Saturn Leadership, Gore, McNaughton)
-  Do Less in Order to Achieve More (This is Your Life, Michael Hyatt)
-  Make Strategy Simple (At The Table, Patrick Lencioni)

Books

-  *Great CEOs are Lazy* by Jim Schlecker
-  *Do the Right Things Right* by Laura Stack

1.5 Renegotiates priorities with others when things change. Does not pile on new objectives without reprioritizing old ones.

Description and Examples of Current or Desired Behavior

- Helps people manage their capacity, reorganize priorities, and negotiate realistic goals and timing. While stretching teams, does not force them to make unattainable commitments.

Stop/Start/Continue

Stop Doing

- Adding to people's plates without allowing them to negotiate scope, timing or other priorities
- Adding last minute changes or requirements
- Going directly to people's team members and making requests that have not been prioritized

Start Doing

- Giving people the power to say no to requests that are not aligned with the priorities
- Talking with people about the priorities and helping them focus

Continue Doing

- Pushing teams to accomplish a lot and strive for excellence

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

 Assess and Prioritize Your Change Efforts (HBR)

Podcasts

-  Renegotiate Priorities when New Projects Arise (Saturn Leadership, Gore, McNaughton)
-  Use Experimental Mindset to Enroll Teams in Change (Lead to Win, Michael Hyatt)
-  Master Your Weekly Planning Strategy (Lead to Win, Michael Hyatt)

Videos

 Build Trial and Error into the Roadmap (TED, Tim Harford)

Books

 *What to Do When There's Too Much to Do* by Laura Stack

1.6 Establishes key metrics and indicators to stay on track.

Description and Examples of Current or Desired Behavior

- Clearly defines the metrics of success. Teams can focus on the highest-impact projects and measure their progress.

Stop/Start/Continue

Stop Doing

- Creating metrics that cannot be measured or tracked in a timely way
- Obsessing over metrics hour to hour (we need information not data--look for the value in the information)

Start Doing

- Actively monitoring metrics and finding what drives those metrics (a few well monitored metrics is better than many that are not monitored.)
- Helping team members connect their project success to improvements in key indicators

Continue Doing

- Focusing on the business metrics that drive company success

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Build World Class KPIs (Forbes)
-  Actionable KPIs and Examples (Unilytics)
-  10 Project Management Metrics (WorkFront)

Podcasts

-  Establish Key Metrics and Indicators to Stay on Track (Saturn Leadership, Gore, McNaughton)
-  Don't Come up with Solutions, Define Success (Masters of Scale, Reid Hoffman)

Books

-  *Measure What Matters* by John Doerr

Tools



KPI Checklists by Bernie Smith

2.0 Listens with Openness & Curiosity

2.1 Brings curiosity and a willingness to be influenced.

Description and Examples of Current or Desired Behavior

- Open to new ideas and willing to modify their own point of view. Asks questions to gain further knowledge and understanding.

Stop/Start/Continue

Stop Doing

- Focusing on the solution that is most compelling to you, and proving your point
- Getting defensive when you feel your idea is being attacked, or another idea is being explored

Start Doing

- Being open to new possibilities, or at least modifying your position based on what you're hearing
- Listening for the underlying interests that an idea is prioritizing, and see how that interest could be met
- Asking questions to understand where an idea is coming from, even if you think it's a bad idea

Continue Doing

- Getting all the ideas on the table, and pushing for the best one
- Setting a timeline for exploratory conversations, and making the tough calls even if you don't have all the information

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Stay Curious for Growth (Forbes)
-  Ask Guided Questions (Inc.)
-  Increase your Team's Curiosity (HBR)

Podcasts

-  Curiosity and Willingness to be Influenced (Saturn Leadership, Gore, McNaughton)
-  Learn to Unlearn (Masters of Scale, Reid Hoffman)

Videos

-  Become the New Alpha (London Business Forum, Richard Reeves)
-  Choose Curiosity Over Being Right (Conscious Leadership Group)

Books

-  *Out of the Question* by Guy Parsons and Allan Milham
-  *The Blindspot Effect* by Kelly Boys

Tools

-  Assess: Your Company's Innovation Culture (GLLG, Forbes)

2.2 Actively seeks different perspectives outside their own.

Description and Examples of Current or Desired Behavior

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Stop/Start/Continue

- Stop Doing

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- Start Doing

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- Continue Doing

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Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles



Podcasts



Videos



Books



2.3 Approachable and open to critical feedback on their ideas, decisions and leadership style. Willing to learn from mistakes.

Description and Examples of Current or Desired Behavior

- Genuinely wants to learn and improve their communication and leadership. Puts defensiveness aside and gets curious about others perspectives. Models a culture of candor and feedback.

Stop/Start/Continue

Stop Doing

- Defending your ideas or your approach before hearing the other person

Start Doing

- Hearing out what someone has to say and remaining curious (remember it takes courage to share something that may be hard)

- Asking questions that are truly curious, "What do you see that led you to this conclusion?"
- When you do defend your ideas or your leadership, follow up with a question, such as "What am I missing?"
- Identify clear next steps, e.g. what will be different in the future (critique is only as good as the next steps)
- Directly ask for feedback on a regular basis

Continue Doing

- Being a learner and admitting to your mistakes (vulnerability in this way establishes a good role model)
- Only changing the behavior you want to change (you can't please everybody all the time)

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Increase your Approachability (Inc.)
-  Receive Feedback and Criticism Well (Forbes)
-  Actively Collect Feedback (Forbes)
-  Get your Employees to Speak Up (HBR)

Podcasts

-  Be Approachable and Open to Critical Feedback (Saturn Leadership, Gore, McNaughton)
-  Start with Vulnerability (At The Table, Patrick, Lencioni)

Books

-  *Thanks for the Feedback* by Doug Stone and Sheila Heen

2.4 Digs for others' underlying interests and concerns.

Description and Examples of Current or Desired Behavior

- Works to understand where others are coming from, including their underlying interests, commitments and feelings. People feel heard and understood, even when differences of opinion arise.

Stop/Start/Continue

Stop Doing

- Sharing your assessments or positions before you understand the big picture
- Assuming you understand where the other person is coming from
- Stop asking yes/no questions based on what's next

Start Doing

- Focusing on other people's ideas first
- Creating a dialogue where the other person is really understood completely
- Asking open-ended questions and paraphrasing what you hear

Continue Doing

- Prioritizing interests and concerns so that you can make the hard decision
- Proactively looking for the subtext

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  View Decisions from Employees' Perspectives (FastCompany)
-  Perspective Coordinating (Forbes)
-  Walk in their Shoes (FastCompany)

 Listen for Shared Meaning (Inc.)

Podcasts

-  Dig for Others' Underlying Interests and Concerns (Saturn Leadership, Gore, McNaughton)
-  Keep Humans in the Equation (Masters of Scale, Reid Hoffman)

Videos

-  Increase Social Capital To Get Better Ideas (TED, Margaret Heffernan)
-  Motivate Based on The Brain (TED, Dan Pink)

Books

-  *Getting to Yes* by Roger Fisher
-  *Leaders Eat Last* by Simon Sinek
-  *Essential Enneagram* by David Daniels

2.5 Listens to ideas fairly, regardless of who is presenting them.

Description and Examples of Current or Desired Behavior

- Sets aside preconceived notions about people or departments and listens objectively to their ideas and concerns. People feel their ideas are respected.
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Stop/Start/Continue

Stop Doing

- Making automatic assumptions that people's ideas are good or bad based on history
- Shutting down ideas based on who is sharing them (playing favorites)

Start Doing

- Assessing ideas objectively, regardless of where they come from or how they are presented
- Giving space for people to express their point of view
- Asking questions for clarification that come from a place of curiosity

Continue Doing

- Striving for the best solutions and making sure everyone's ideas are heard
- Drawing the quiet people out

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Listen to People (HBR)
-  Un-bias your Listening (FastCompany)
-  Combat Unconscious Assumptions (ReWork, Google)
-  Master Negotiation (Vantage Partners)

Podcasts

-  Listen to Ideas Fairly (Saturn Leadership, Gore, McNaughton)

Videos

-  Overcome the Listening Bias (Latimer Group)
-  Shift Your Listening Gap (TED, Tony Salvador)
-  Communicate for Generational Stereotypes (TED, Leah Georges)

Books

-  *Mindful Leadership* by Maria Gonzalez
-  *Blindspot* by Mahzrin Banaji and Anthony Greenwald

2.6 Empathizes with others and notices people's emotions.

Description and Examples of Current or Desired Behavior

- Goes beyond the surface level to check-in with what people are really thinking and feeling. People feel genuinely cared for and connected.

Stop/Start/Continue

Stop Doing

- Operating solely from a results-orientation
- Cutting people's half-considered ideas down before exploring their intent

Start Doing

- Watching people's faces and noticing shifts
- Remembering that people need to feel valued and their opinions heard
- Asking people what they think and how they arrived at their conclusions
- Drawing out people's intuitions
- Paying attention to your own feelings as you listen to people

Continue Doing

- Surrounding yourself with great people who you trust and truly respect

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Empathy is a Hard Skill (Forbes)
-  What Happens when you Empathize with Employees (FastCompany))
-  Understanding Your Reports' Emotions (IDEO)
-  Manage your Emotional Culture (HBR)
-  White Paper: Empathy in the Workplace (CCL)
-  Handle Feelings Skillfully at Work (Vantage Partners)

Podcasts

-  Empathize with Others and Notice Emotions (Saturn Leadership, Gore, McNaughton)

 Harness the Power of Emotions at Work (NPR, Life Kit)

Videos

-  Embrace Emotions At Work (TED, Liz Fosslien)
-  Why Good Leaders Make You Feel Safe (TED, Simon Sinek)

Books

-  *The Empathy Edge* by Maria Ross
-  *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves
-  *Being Human at Work* by Richard Strozzi-Heckler

2.7 Listens in a way that people feel heard.

Description and Examples of Current or Desired Behavior

- Truly listens and asks questions to shore up any gaps in their understanding. Does not make assumptions. People feel fully understood.

Stop/Start/Continue

Stop Doing

- Interrupting people
- Offering assessments or advice before having a full picture
- Making assumptions about what someone is about to say or where they are coming from
- Getting distracted while someone is talking

Start Doing

- Asking questions to get a clearer picture of their goals, thoughts, and opinions
- Paraphrasing what people said and checking to see if you understood correctly
- Being patient and staying curious as you try to fully understand someone
- Understanding others' perspective before offering your assessment, concerns, or defending your perspective

Continue Doing

- Clarifying the goal of the conversation
- Driving towards next steps

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Listen to Understand (Inc.)
-  Really Listen to Employees (HBR)
-  Ensure your Employees Feel Heard (Inc.)
-  Employees who Feel Heard are 46x More Productive (Inc.)
-  Practice the 10 Steps of Active Listening (Forbes)

Podcasts

-  Listen so Employees Feel Heard (Saturn Leadership, Gore, McNaughton)
-  Learn to Listen in Charged Settings (Harvard Negotiation Program)

Videos

-  Five Ways to Listen Better (TED, Julian Treasure)

Books

-  *Active Listening* by Michael Hoppe
-  *The Mind of the Leader* by Rasmus Hougaard

3.0 Speaks with Transparency & Authenticity

3.1 Clearly expresses where they stand on issues.

Description and Examples of Current or Desired Behavior

- Forthright and straightforward about where they stand on issues. Teams are not left guessing about the leader's opinion.

Stop/Start/Continue

Stop Doing

- Holding back when you have a strong opinion on a matter
- Shooting down ideas completely

Start Doing

- Asking people to play devils' advocate, e.g. "my opinion is X, what might I be missing?"
- Sharing your concerns about an idea
- Focusing on a way forward rather than debating right/wrong

Continue Doing

- Digging for information and contrary opinions

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Be Assertive, not Passive or Aggressive (Entrepreneur)
-  Express your Opinion Well (Forbes)
-  Talk Like a Leader (Inc.)

Podcasts

-  Clearly Express Where you Stand (Saturn Leadership, Gore, McNaughton)

Videos

-  Radical Candor (Qualtrics, Kim Scott)
-  Speak So People Will Listen (TED, Julian Treasure)

Books



Radical Candor by Kim Scott



Permission to Speak Freely by Doug Crandall and Matt Kincaid

3.2 Shares their opinions and concerns, even if unpopular or lacking certainty.

Description and Examples of Current or Desired Behavior

- When relevant, shares concerns or unpopular opinions. Speaks up when they feel an important idea was unheard or discounted too quickly. Helps create a culture where people can voice their dissent even when uncertain.

Stop/Start/Continue

Stop Doing

- Holding back your opinions because it's not a popular idea or opinion
- Holding back your opinions when you're not fully sure about them

Start Doing

- Sharing your opinion, especially when it goes against the grain (obligation to dissent)
- Trusting your instinct (when something doesn't feel right, say so)
- Speaking up when someone else's idea was unheard or too quickly shot down
- Creating space in meetings to both understand the other people and be understood

Continue Doing

- Choosing your battles and only "fighting" when it really makes sense--not just to be right

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles



Speak Up When no one else Does (Inc.)

-  Create a Culture of Dissent (Thnk)
-  Voice Concerns without Seeming Negative (Inc.)
-  Stand Up for What You Believe (Conscious Company Media)

Podcasts

-  Share Your Opinions and Concerns Even if Unpopular (Saturn Leadership, Gore, McNaughton)

Videos

-  Speak for the Common Good Over Common Ground (TED, Jonathan Marks)
-  Have Challenging Conversations (TED, John O'Leary)

Books

-  *Crucial Conversations* by Patterson, Grenny, McMillan, Switzler

3.3 Owns their opinions as opinions. Does not present opinions as facts to prove their point.

Description and Examples of Current or Desired Behavior

- Distinguishes between facts and their personal opinions while speaking. Does not position their opinions as the truth to further their agenda. People feel that they can have healthy debates that focus on the data.

Stop/Start/Continue

Stop Doing

- Positioning opinions as truth
- Framing assessments as if they are absolutes

Start Doing

- Sharing concerns, assessments as a perspective, not as absolute truth
- Getting other people's assessments (how they look at the data, etc.)

Continue Doing

- Fostering debate and ensuring people can voice dissent

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Own Your Own Opinions (Psychology Today)
-  Recognize the Difference Between Fact and Opinion (CO State)
-  The Best Way to Offer an Opinion (Lolly Daskal)
-  Approach Persuasion as Joint Problem Solving (Vantage Partners)

Podcasts

-  Own Your Opinions as Opinions (Saturn Leadership, Gore, McNaughton)

Videos

-  Why Facts Don't Convince People (TED-Ed)
-  Get Better at Being Wrong (TED, Kathryn Schulz)

Books

-  *Speak Like a CEO* by Suzanne Bates

3.4 Addresses challenging issues promptly. Names the elephant in the room.

Description and Examples of Current or Desired Behavior

- Promptly addresses challenging issues that impede progress even if it might be uncomfortable or identify interpersonal conflict. People know that uncomfortable situations or bad news won't be brushed under the rug.

Stop/Start/Continue

Stop Doing

- Brushing things under the rug
- Trying to make everyone comfortable
- Allowing others to brush things under the rug

Start Doing

- Naming what's happening, delivering the bad news, and calling out the "truth"
- Addressing issues when they arise or soon after (don't wait)
- Using your intuition to speak up even if you don't know all the details

Continue Doing

- Helping people maintain their dignity and autonomy
- Having integrity
- Understanding the politics and not throwing people under the bus

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Deal with the Elephant in the Room (Lolly Daskal)
-  Addressing Multiple Types of Elephants (Forbes)
-  Approach Difficult Conversations Well (Forbes)
-  The Cost of Not Engaging (Vantage Partners)

Podcasts

-  Address Challenging Issues Promptly (Saturn Leadership, Gore, McNaughton)

Videos

-  Deal with Difficult Conversations Quickly (Marshall Goldsmith)

Books

-  *Difficult Conversations* by Doug Stone and Sheila Heen

3.5 Gives honest feedback. Shares their perspective when they are dissatisfied with people's work.

Description and Examples of Current or Desired Behavior

- Shares their perspective and feedback when they are dissatisfied with people's work. People know where they stand and what is expected of them.

Stop/Start/Continue

Stop Doing

- Holding back on feedback because you want to be "nice"
- Triangulating and asking others to give your feedback, because you can't do it directly
- Nitpicking and giving too much feedback (focus on the feedback that matters)

Start Doing

- Delivering feedback in a supportive way that can be heard and received
- Giving more positive feedback so that people are more open to negative feedback
- Learning how to give feedback, e.g. getting feedback on how you're delivering it

Continue Doing

- Picking your battles, and being aware of what people can hear
- Building relationships so that people feel you are on "their side" and can hear your feedback

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Give Honest Feedback (Forbes)
-  Good Feedback is Based on Facts not Opinions (HBR)
-  Give Negative Feedback Positively (Business Insider)
-  How To Tell Someone Their Work is Sloppy (The Muse)

 Make Giving and Receiving Feedback Not Suck (Inc.)

Podcasts

-  Give Honest Feedback (Saturn Leadership, Gore, McNaughton)
-  Get Comfortable Saying “That’s Not Good Enough” (At The Table, Patrick Lencioni)

Videos

-  Give Brain-Friendly Feedback (TED, LeeAnn Renninger)
-  Give Meaningful Feedback (HBR)

Books

 *Fierce Conversations* by Susan Scott

Tools

 Feedback Sentence Stems (Conscious Leadership Group)

3.6 Cleans up issues with others. Does not harbor resentment.

Description and Examples of Current or Desired Behavior

- When trust is broken, promptly initiates a conversation to clear-up misunderstandings and resolve interpersonal frictions. Takes responsibility for their part in the situation and willing to apologize when needed. People know that breakdowns in trust can be discussed and repaired.

Stop/Start/Continue

Stop Doing

- Being resentful and shutting down
- Blaming others 100% when it’s likely you have also contributed to the situation
- Dumping your perspective on them without listening to theirs

Start Doing

- Taking responsibility for your role in the issue (and apologizing when appropriate)
- Understanding the other person’s perspective, even if it is different from yours or hard to hear
- Initiating clean up conversations and not delaying them too long

Continue Doing

- Being soft on the person, hard on the problem
- Investing in the peer relationships that really matter

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Resolve Conflict (Entrepreneur)
-  Own Your Outcomes (Forbes)
-  Keep Resentment from Ruining Your Leadership (Forbes)
-  How NOT to Apologize (Forbes)
-  Take 100% Responsibility for Judgements (Conscious Leadership)

Podcasts

-  Clean Up Issues and Let Go of Resentment (Saturn Leadership, Gore, McNaughton)

Videos

-  Use Forgiveness as a Business Tool (Knowledge, Manfred Kets de Vries)

Books

-  *Nonviolent Communication* by Marshall Rosenberg

3.7 Admits when they made a mistake or were not accurate.

Description and Examples of Current or Desired Behavior

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Stop/Start/Continue

Stop Doing

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Start Doing

-

Continue Doing

-

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles



Podcasts



Videos



Books



4.0 Facilitates Healthy Debates & Meetings

4.1 Leads effective meetings. Clarifies the objectives and avoids unnecessary rabbit holes.

Description and Examples of Current or Desired Behavior

- Keeps conversations and meetings focused on clear objectives. Refocuses the conversation when tangents arise. Meetings are efficient and produce results.

Stop/Start/Continue

Stop Doing

- Running meetings ad hoc
- Allowing the group to go into rabbit holes rather than focusing on the goal
- Searching to assign blame or only looking for the problems

Start Doing

- Having an agenda
- Clarifying the goal of each topic or conversation
- Having a facilitator and time keeper during meetings
- Having a parking lot to capture issues that are off topic
- Learning and improving meeting effectiveness through end-of-meeting debriefs

Continue Doing

- Keeping the conversation focused on solutions and forward-thinking

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles



Lead More Effective Meetings (Forbes)



Why Your Meetings Stink and What to Do About it (HBR)



Stop Wasting Valuable Time (HBR)

-  Organize Your Meeting Structure (Inc.)
-  Steer Workplace Tangents Back on Track (Entrepreneur)
-  Prevent the Most Common Ways Meetings Derail (HBR)

Podcasts

-  Lead Effective Meetings (Saturn Leadership, Gore, McNaughton)
-  Avoid “Death by Meeting” (At The Table, Patrick Lencioni)

Videos

-  Run Effective Meetings (Maytree, Dr. Rebecca Sutherns)

Books

-  *The Surprising Science of Meetings* by Steven G. Rogelberg

4.2 Stays present and avoids cell phone and computer distractions.

Description and Examples of Current or Desired Behavior

- Pays attention in meetings and conference calls. Keeps focus on the conversation at hand without getting distracted by texts, emails, or computers. People know they are being heard and are not wasting their time.

Stop/Start/Continue

Stop Doing

- Having your cell phone or computer open during meetings unless you are taking notes
- Allowing yourself to get distracted
- Multitasking, especially during conference calls

Start Doing

- Listening to both the content (what is being said) and who is saying what--listen for where they are coming from and their underlying interests
- Taking notes on how people are doing so that you can give them positive and negative feedback
- Refocusing as soon as you notice you are distracted
- Naming distractions if they are persistent
- Scheduling time to go through email and slack (1-2 hours per day)

Continue Doing

- Pushing for the best solutions
- Prioritizing your time and only attending meetings where you are contributing

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Never Bring Smartphones to Meetings (Forbes)
-  Create Mindful Meetings (Fast Company)
-  Be a Great Leader by Being Present (HBR)
-  Ditch Distractions and Increase Productivity (Forbes)
-  Get Everyone Off their Phones During Meetings (Forbes)

Podcasts

-  Stay Present and Avoid Distractions (Saturn Leadership, Gore, McNaughton)

Videos

-  Avoid Distractions and Stay Focused (Entrepreneur)

Books

-  *One Second Ahead* by Rasmus Hougaard, Jacqueline Carter, Gillian Coutts
-  *Atomic Habits* by James Clear

4.3 Embraces creative conflict. Does not shy away from passionate debate.

Description and Examples of Current or Desired Behavior

- When there are differing opinions, draws out the intelligence and perspective of all parties. Does not shy away from passionate debate, and balances listening and talking. Promotes a culture of generative debate.

Stop/Start/Continue

Stop Doing

- Pushing or defending your ideas
- Using authority or weight to stop or influence the conversation
- Moving to decision making too quickly when there is a solid debate on the table

Start Doing

- Creating a dialogue where all ideas are explored and critiqued together
- Focusing on other people's ideas first
- Figuring out what information would be helpful in assessing the options and determining next steps
- Using the parking lot to capture unfinished debates
- Seeking out dissent ("who doesn't agree with that idea")

Continue Doing

- Encouraging high-energy debate

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

-

Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Turn Conflict into Creativity (Forbes)
-  Inspire Healthy Debates (Inc.)
-  Debate Ideas Productively (HBR)

-  6 Questions for Facilitating Smart Debates (Fast Company)
-  Balance Listening and Speaking (Forbes)
-  Create Alignment with Stubborn Employees (Forbes)
-  Accept and Actively Manage Conflict (Vantage Partners)

Podcasts

-  Embrace Creative Conflict and Debate (Saturn Leadership, Gore, McNaughton)
-  Find the Best Ideas through the Power of Conflict (Masters of Scale, Reid Hoffman)
-  The Danger of Avoiding Conflict (At The Table, Patrick Lencioni)

Videos

-  Disagree Productively (TED, Julia Dhar)

Books

-  *The Right Fight* by Saj-Nicole Joni and Damon Beyer

4.4 Draws the quiet people out.

Description and Examples of Current or Desired Behavior

- Encourages everyone to voice their opinion and proactively invites the less-vocal people to share their perspective.

Stop/Start/Continue

Stop Doing

- Allowing group conversations to be unfacilitated
- Allowing a few voices to dominate

Start Doing

- Assigning facilitators for every topic or agenda item
- Being aware of who is talking and who is not
- Asking the quiet people what they think

Continue Doing

- Getting people's perspectives from various impacted people and departments

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Why Introverts Make Great Leaders (Inc.)
-  Encourage Participation (Inc.)
-  Elevate Quiet Voices (Neuro Leadership)
-  Maximize your Introverted Employees' Strengths (Entrepreneur)
-  Control the Loudmouths in the Room (Forbes)

Podcasts

-  Draw Out the Quiet Voices (Saturn Leadership, Gore, McNaughton)
-  Inspire Your Team Even as an Introverted CEO (Give First, Brad Feld)

Videos

-  The Power of Introverts (TED, Susan Cain)

Books

-  *Quiet* by Susan Cain
-  *The Handbook of Collective Intelligence* by Thomas Malone

4.5 Brainstorms with others to generate creative solutions.

Description and Examples of Current or Desired Behavior

- Inspires creativity by discussing multiple options for moving forward. Doesn't narrow-in or get stuck on one solution too quickly. People exercise their creative power in problem-solving.

Stop/Start/Continue

Stop Doing

- Judging or critiquing ideas while brainstorming
- Focusing on the first solution that seems the best rather than fully exploring possibilities

- Shutting down brainstorming

Start Doing

- Holding the space for creative brainstorming and explicitly making room for it
- Using a whiteboard to capture all of the ideas (the good, the bad, the ugly)
- Thanking people for brainstorming

Continue Doing

- Listening to all the ideas
- Keeping an open mind to new ideas that could come up

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Facilitate Debate without Hostility (Leaders Institute)
-  Lead an Effective Brainstorm Session (Fast Company)
-  Avoid Brainstorming Mistakes (HBR)
-  Problem-Solve Effectively (Forbes)
-  Solve Problems like a Pro (Inc.)

Podcasts

-  Brainstorm with Others and Generate Creative Solutions (Saturn Leadership, Gore, McNaughton)
-  Solve Impossible Challenges with Others (Masters of Scale, Reid Hoffman)

Videos

-  Manage for Collective Creativity (TED, Linda Hill)

 Power Up Collaboration (TED, Howard Rheingold)

Books

 *The 7 Laws of Enough* by Gina LaRoche and Jennifer Cohen

 *Unlocking Creativity* by Michael Roberto

4.6 Has sufficient understanding of an issue and others' opinions before advocating for a specific solution.

Description and Examples of Current or Desired Behavior

- Listens genuinely to the people who have been working on an issue. Does not barge in or insist on their ideas when they haven't heard the whole story. People feel their ownership of responsibilities is honored, and don't have their toes stepped on by higher-ups.

Stop/Start/Continue

Stop Doing

- Impatiently jumping into situations and making a call without first hearing from all the people involved
- Insisting on your idea or solution

Start Doing

- Supporting others in making tough decisions and leading a decision process (otherwise you will create a bunch of followers)
- Ensuring you have the whole story and understand the perspectives before making a call

Continue Doing

- Ensuring that stakeholders are involved in the decision process
- Developing your people to know what decisions they can make and when to escalate

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  How You Make Decisions Matters (HBR)
-  Make Decisions Slowly (HBR)
-  Involve Employees in Decision Making (Forbes)
-  Innovate Listening Strategies (Qualtrics)

Podcasts

-  Understand Others Before Deciding (Saturn Leadership, Gore, McNaughton)
-  Check Your Blindspots (Masters of Scale, Reid Hoffman)

Videos

-  Five Ways to Listen Better (TED, Julian Treasure)

Books

-  *The Listening Leader* by Emilio Zugaro and Clementina Zugaro
-  *The Future of Work* by Thomas Malone

5.0 Makes Decisions Inclusively & Effectively

5.1 Includes the right people in decision-making.

Description and Examples of Current or Desired Behavior

- Consults stakeholders and experts when making decisions. Proactively includes or informs people who are impacted. People feel their knowledge and role are respected.

Stop/Start/Continue

Stop Doing

- Leaving people out whose "should" be there because you are afraid they will slow things down
- Pushing your solution onto others after it's been figured out

Start Doing

- Realizing that the stakeholders' buy-in and knowledge is essential for implementation
- Considering who is impacted by decisions and ensuring they are informed early
- Clarifying who is being consulted and who is making the decision
- Asking others who else needs to be involved with the decision

Continue Doing

- Making decisions quickly and getting alignment

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles



Triage Your Decision Making (American CEO)



Explain Why Changes are Coming (HBR)



Know Which Stakeholders to Include and How Much (Geofunders)

Podcasts



Include the Right People in Decisions (Saturn Leadership, Gore, McNaughton)

Videos



Know When to Use Experts (TED, Noreena Hertz)

Books



How Great Decisions Get Made by Don Maruska



Superminds by Thomas Malone

Tools



Stakeholder Consultation Checklist (B2B International)

5.2 Considers others' opinions and concerns before deciding. Respects people's roles and expertise.

Description and Examples of Current or Desired Behavior

- Considers all opinions and the impact on people and departments when making decisions. People feel their opinions and concerns were understood and well-considered.

Stop/Start/Continue

Stop Doing

- Moving too quickly to a decision and leaving people behind
- Assuming that execution will be figured out later

Start Doing

- Letting people know when you are making an unpopular decision and understanding the impact on them
- Including others (at the right level of involvement)

Continue Doing

- Making the right decision, even if unpopular

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Involve People From the Start (HBR)
-  Lead Employees Who Have More Experience Than You (Inc.)
-  Listen to your Best People (Gallup)
-  Cultivate Trusted Advisor Relationships (Vantage Partners)
-  Implement Matrix Leadership for Alignment (Vantage Partners)

Podcasts

-  Consider Others' Opinions Before Deciding (Saturn Leadership, Gore, McNaughton)
-  Listen to Give Value (Executive Leadership, John Maxwell)

Books

-  *Multipliers* by Liz Wiseman

5.3 Has a bias for action. Willing to try out ideas and see what is learned, e.g. rapid prototyping.

Description and Examples of Current or Desired Behavior

- Has a bias for action. Quick to try out ideas to get into action and maximize learning. Doesn't get bogged down by over-thinking things. People and teams can try out ideas and move agilely.

Stop/Start/Continue

Stop Doing

- Figuring out the 100% solution
- Saying yes to something big when you can move forward quickly on something small

Start Doing

- Asking what can we do to test out our ideas and get fast data with few resources
- Setting up check-ins to monitor progress and new info
- Figuring out who needs to be consulted or informed before the final decision is made

Continue Doing

- Running ideas by key stakeholders and getting buy-in
- Innovating and thinking ahead about what resources will be needed
- Moving the ball forward in as many ways as possible

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Prototype For Agility (Thnk)
-  Innovate through Iteration (HBR)
-  Make Failing More Cost Effective (Forbes)
-  Maximize Learning Mindsets (Conscious Company)
-  Be Failure-Tolerant (HBR)
-  Thrive In Constant Change (Vantage Partners)

Podcasts

-  Take Action and Learn Quickly (Saturn Leadership, Gore, McNaughton)
-  Balance Patience and Speed (Masters of Scale, Reid Hoffman)
-  Set Up and Learn From Experiments (HBR)

Videos

-  Seize The Right Opportunities to Increase Your Luck (TED, Tina Seelig)
-  Rapid Prototyping Google Glass (TED Ed, Tom Chi)
-  Smart Implementation and Failure (TED, Eddie Obeng)

Books

-  *Design Thinking Playbook* by Michael Lewrick, Patrick Link and Larry Leifer
-  *Do More Faster* by Brad Feld and David Cohen

5.4 Makes good and timely decisions. Takes appropriate risks even if all the information is not available.

Description and Examples of Current or Desired Behavior

- Makes good decisions with the information available. Avoids prolonged indecision. Their decisions are seen as fair with appropriate and well-considered risks. People do not wait unnecessarily long times or feel blocked from action.

Stop/Start/Continue

Stop Doing

- Getting into analysis paralysis
- Moving too quickly into a decision without hearing stakeholders opinions first

- Making decisions that are seen as unfair, without having a full dialogue about why you are making the decision

Start Doing

- Making smaller commitments to prototype ideas, get people into action and find out more information
- Explaining why decisions were made and the factors that were considered, e.g. fairness
- Naming and addressing the dissenting opinions
Including the right people

Continue Doing

- Making the tough decisions, even when insufficient information is available
- Taking the right risks

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Make Better Decisions (Forbes)
-  Why You Don't Take Risks (CIO)
-  Overcome Indecision (Inc.)
-  Avoid the Pitfalls of Uncertainty (Forbes)
-  Process for Making Decisions with your Gut (Conscious Leadership)
-  Make Strategic Decisions (HBR)
-  How these 6 CEOs Make Decisions (Fast Company)

Podcasts

-  Make Good, Timely Decisions and Take Appropriate Risks (Saturn Leadership, Gore, McNaughton)

-  Slay Your Dragons Before Breakfast (This is Your Life, Michael Hyatt)
-  Take Bigger Risks (Masters of Scale, Reid Hoffman)

Videos

-  Make Decisions Faster And Avoid FOBO (TED, Patrick McGinnis)

Books

-  *Decisive Intuition* by Rick Snyder
-  *Decide* by Steve McClatchy

5.5 Is clear when a decision is made and ensures full group alignment. Even if some people would have made a different decision, they “disagree and commit.”

Description and Examples of Current or Desired Behavior

- Ensures that decisions are embraced by all team members, even if they would have chosen differently. Avoids negative back-channeling or gossip.

Stop/Start/Continue

Stop Doing

- Allowing people to "go along" with decisions without being aligned behind them

Start Doing

- Asking for alignment (once we leave this room, we all stand behind this decision)
- Ensuring dissenting opinions are heard and acknowledged

Continue Doing

- Using the CUBE Method for decision-making,
- Including the right people in the decision-making process

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Align your Leadership Team on Strategy (HBR)
-  Disagree and Commit (Inc.)
-  Deal with Resistant Employees (Fast Company)
-  Face Dissent Like a CEO (Inc.)
-  Get Employees Excited about Change (Inc.)
- Eliminate Gossip (Forbes)

Podcasts

-  Ensure Full Group Alignment and Commitment (Saturn Leadership, Gore, McNaughton)
-  Create Team Unity to Drive Results (This is your Life, Michael Hyatt)

Books

-  *Winning From Within* by Erica Fox
-  *Disagree and Commit* by Justin Kuester

5.6 Establishes clear next steps.

Description and Examples of Current or Desired Behavior

- Establishes next steps with clear, mutual commitments--who is doing what by when. Doesn't leave next steps vague.

Stop/Start/Continue

Stop Doing

- Accepting vague, or unclear commitments
- Assuming everyone will remember what commitments were made

Start Doing

- Clarifying who is doing what
- Ensuring all commitments have a "by when"
- Writing down the commitments, and sharing them (email, asana, etc.)

Continue Doing

- Getting into action and delegating

- Holding people accountable to their commitments

Progress Report Items

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Next Steps & Experiments (by when?)

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Articles, Podcasts, Videos & Books

Articles

-  Create Clean Agreements (Conscious Leadership)
-  Communicate Expectations (Fast Company)
-  End Meetings Better (Forbes)

Podcasts

-  Establish Clear Next Steps (Saturn Leadership, Gore, McNaughton)
-  Don't (Let your Employees) Leave Without a Deliverable (Manager Books)

Books

-  *The 15 Commitments of Conscious Leadership* by Dethmer, Chapman, Klemp

5.7 Proactively informs people who are impacted by decisions

Description and Examples of Current or Desired Behavior

- Actively considers the impact of decisions on other people and departments. Makes sure people are informed in a timely way so that they don't feel surprised or disregarded.

Stop/Start/Continue

Stop Doing

- Assuming that people have the resilience to adapt quickly
- Making fast decisions without considering the impact on others

Start Doing

- Understanding that people will make up their own stories if not informed in a timely way--and the stories and gossip won't be helpful
- Proactively making a list of who needs to be informed when a specific decision is made
- Having a plan of action to make sure everyone impacted is informed

Continue Doing

- To make fast and good decisions

Progress Report Items

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Articles, Podcasts, Videos & Books

Articles

-  Deliver Difficult Decisions (Gallup)
-  Keep Stakeholders Updated (Forbes)
-  Communicate Big Decisions (Thought Leaders)
-  Everyday Decisions Make or Destroy Your Company (HBR)
-  Prepare For Transition (Vantage Partners)

Podcasts

-  Inform People Who are Impacted (Saturn Leadership, Gore, McNaughton)

Books

-  *Simply Said* by Jay Sullivan

6.0 Delegates Effectively & Creates Accountable Teams

6.1 Ensures commitments are clear and realistic (who is doing what by when).

Description and Examples of Current or Desired Behavior

- Ensures mutual understanding and agreement of commitments. People understand what is expected of them and given a chance to negotiate the details, timing, etc. Distinguishes requests from suggestions and does not accept vague commitments.

Stop/Start/Continue

Stop Doing

- Sharing ideas or opinions, and assuming action will be taken
- Accepting half-commitments or maybes
- Allowing commitments to be left unclear

Start Doing

- Making requests and getting to what-will-happen-next
- Getting clear deadlines (who is doing what by when)

Continue Doing

- Managing accountability
- Being transparent
- Having the patience to close conversations with clear commitments

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

-

Cost of not achieving this goal for yourself and the company

-

Articles, Podcasts, Videos & Books

Articles

-  Create Clean Agreements (Conscious Leadership)
-  Set More Effective Team Goals (Inc.)
-  Get Your Team to Respect Deadlines (Medium)

-  Mange By Commitments (HBR)
-  Make Fewer, Better Commitments (TLNT)
-  Delegate More Responsibilities (HBR)

Podcasts

-  Ensure Commitments are Clear and Realistic (Saturn Leadership, Gore, McNaughton)
-  Delegate Well (Manager Tools)

Books

-  *The Five Dysfunctions of a Team* by Patrick Lencioni

6.2 Does what they say they will do. Follows up.

Description and Examples of Current or Desired Behavior

- Follows through on their commitments or let's people know that they can't. Team members see them as reliable.

Stop/Start/Continue

Stop Doing

- Making commitments that can't, or won't be kept
- Allowing vague commitments without clear due dates
- Allowing calendar to be crowded and reactive, with no time for individual priorities, emails or getting work done.
- Being a heroic leader that puts all the responsibility on their shoulders without asking for support
- Getting stuck in the weeds and losing perspective of the bigger strategic picture

Start Doing

- Writing down all commitments on a physical list or app.
- Understanding their capacity prior to making commitments and negotiating the scope and deadlines of what they deliver (their commitments)
- Renegotiating proactively when commitments can't be kept or should be de-prioritized.
- Tracking and constantly prioritizing their work and time. Being vigilant about not working on low-priority items or going to meetings that aren't essential
- Avoids last minute surprises or cancelling meetings
- Proactively seeks support from others when needed.
- Blocking out time on your calendar for work and long-term thinking.

Continue Doing

- Being your word
- **Acting in good faith**

Personal Effectiveness: Reliably and effectively executes on priorities

1.

Start Stop Continue

Robert's List:

Personal Effectiveness: Reliably and effectively executes on priorities

2. Clarifies the commitments they make and agrees upon deadline. Understands their capacity prior to making commitments and negotiating scope, deadlines and resources.
3. Tracks, manages and constantly prioritizes their work and time.
4. **Does what they say they will do. Follows up.**
5. Manages priorities clearly and effectively
6. Manages calendar and meeting attendance reliably
7. **Renegotiates when commitments are in jeopardy. Avoids surprising others with bad news or last-minute delays.**
8. **Proactively seeks support from others when needed.**
9. Ability to appropriately prioritize time on strategic priorities as well as practical. Makes time for the important tasks that may not be urgent.
10. Communicates progress to others
11. **Tracks progress on commitments and ensures completion.**

Progress Report Items

- Actively manage my calendar ensuring that I'm prioritizing my time well and not spending time on low-priority tasks or unnecessary meetings
- Block out time for work, initiatives, and bigger-picture thinking,

Next Steps & Experiments (by when?)

- Add three 2 hour blocks on my calendar

Support Structures and Reminders

-

Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Keeping Commitments is Critical to Your Influence (Michael Hyatt)
-  Keep Your Word (MindTools)
-  Meet Your Deadlines (Gantt)
-  Follow Up After Coaching (HBR)

Podcasts

-  Do What You Say You Will Do (Saturn Leadership, Gore, McNaughton)
-  Build Trust Fast (Masters of Scale, Reid Hoffman)

Videos

-  Set the Tone with Integrity (Simon Sinek)

Books

-  *The 4 Disciplines of Execution* by Chris McChesney, Sean Covey, and Jim Huling
-  *How Successful People Lead* by John Maxwell

6.3 Proactively seeks support from others when needed.

Description and Examples of Current or Desired Behavior

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Stop/Start/Continue

Stop Doing

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Start Doing

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Continue Doing

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Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles



Podcasts



Videos



Books



6.4 Tracks progress on commitments and ensures completion.

Description and Examples of Current or Desired Behavior

- Keeps track of the commitments being made and monitors progress so that projects stay on track. Makes corrections and offers support early-on so that there are fewer last-minute changes and less wasted effort.

Stop/Start/Continue

Stop Doing

- Accepting big commitments without check-ins
- Assuming people don't need support, or course corrections (both high and low performers)

Start Doing

- Ensuring each person is capturing their commitments and will report completion
- Supporting others with building milestones and check ins around commitments
- Monitoring progress and keeping your ear to the rail
- Asking what obstacles they face and being a sounding board
- Finding out what support they need

Continue Doing

- Holding people accountable
- Asking for regular updates on risks and obstacles
- Offering support and check ins
- Supporting them in becoming better leaders

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Track Progress on Goals (Entrepreneur)
-  Goal Tracking Habits and Tools (Influencive)
-  Track Weekly with PPP (OneTeam)

Podcasts

-  Track Commitment Progress and Ensure Completion (Saturn Leadership, Gore, McNaughton)
-  Simplify Project Reporting (Manager Tools)

Books

-  *Leadership Without Excuses* by Jeff Grimshaw

6.5 Renegotiates when commitments are in jeopardy. Avoids surprising others with bad news or last-minute delays.

Description and Examples of Current or Desired Behavior

- Avoids surprising others with bad news. Lets people know if a commitment may not be kept. People don't feel caught off guard and are given as much time as possible to adapt to changes.

Stop/Start/Continue

Stop Doing

- Waiting to see if timelines will be honored
- Hiding risks

Start Doing

- Sharing risks
- Noticing and acting promptly when commitments are in jeopardy
- Working with everyone to mitigate the risks and come up with a plan B

Continue Doing

- Transparency and good communication

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Renegotiate A Deadline You're Going to Miss (Muse)
-  Recover a Flailing Project (CIO)
-  Make and Renegotiate Impeccable Agreements (Conscious Leadership)
-  Help Your Team Bounce Back (HBR)

Podcasts



Renegotiate when Commitments are in Jeopardy (Saturn Leadership, Gore, McNaughton)

Books



How Did That Happen? by Roger Connors and Tom Smith

6.6 Allows people to fulfill their roles and make decisions without micromanaging them.

Description and Examples of Current or Desired Behavior

- Respects people's roles and ensures people understand what decisions they can make autonomously and what decisions need to be run by their leader. In general, they feel the autonomy to succeed in their role.

Stop/Start/Continue

Stop Doing

- Stepping on people's toes and doing their jobs.

Start Doing

- Investing in your people, get people to fulfill their roles and give them feedback (teach to fish).
- Being clear on the vision, metrics, and expectations

Continue Doing

- Making sure the role is fulfilled and expectations are fulfilled

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Encourage Workplace Autonomy (Entrepreneur)
-  Create Workplace Autonomy without Sacrificing Leadership (iOfficeCorp)
-  Give the Right Amount of Autonomy (HBR)
-  Stop Micromanaging in 12 Steps (Forbes)
-  Replace Micromanaging with Macromanaging (Forbes)
-  Don't Kill Your Employees' Autonomy (Inc.)
-  Win with a Flexible Workforce (Vantage Partners)

Podcasts

-  Allow People to Fulfill their Roles Without Micromanaging (Saturn Leadership, Gore, McNaughton)

Videos

-  Curing Micromanagement (TED, Chieh Huang)

Books

-  *The CEO's Secret Weapon* by Jan Jones
-  *Drive* by Daniel Pink

6.7 Holds people accountable. When commitments are missed, discusses what went wrong and gets a new commitment.

Description and Examples of Current or Desired Behavior

- Addresses commitments broken by self or others. Establishes new commitments to (1) fulfill on the original promise (2) ensure that the agreements are handled more effectively in the future. Creates a culture of accountability.

Stop/Start/Continue

Stop Doing

- Letting missed commitments go without a conversation
- Assuming the original commitment was mutually understood
- Using missed commitments as a way to beat someone up

Start Doing

- Clarifying the original agreement, and getting shared reality that the commitment was missed
- Putting a new commitment in place to fulfill on the original agreement
- Finding out what happened and what will shift so it doesn't happen again

Continue Doing

- Encourage others to let you know when commitments are in jeopardy
- Renegotiating deadlines when commitments will be missed
- Supporting others in getting better at making and fulfilling commitments (this is a skill set that many people don't have)

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Hold People Accountable at Every Step (Forbes)
-  Hold People Accountable the Right Way (HBR)
-  Accountability Starts with You (Inc.)
-  Renegotiate a Missed Deadline (Fast Company)
-  Understand The Reasons Behind a Missed Deadline (Forbes)

Podcasts

-  Hold People Accountable and Renegotiate Commitments (Saturn Leadership, Gore, McNaughton)

Books

-  *Extreme Ownership* by Jocko Willink & Leif Babin

6.8 When tasks are completed, gives helpful feedback (both positive and negative).

Description and Examples of Current or Desired Behavior

- Gives a balance of positive and negative feedback that is specific to tasks and projects. The feedback is helpful, specific and timely.

Stop/Start/Continue

Stop Doing

- Assuming that people know what a “good job” looks like

Start Doing

- Giving feedback frequently, and using task completion as the ideal opportunity to give task-based feedback
- Giving both positive and negative feedback, e.g. plus/delta

Continue Doing

- Having high expectations and supporting people to fulfill those expectations

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Make Feedback Constructive (Lolly Daskal)
-  Give Positive Feedback (Entrepreneur)
-  Praise Using Growth Mindset (Inc.)
-  Give Negative Feedback Well (HBR)

Podcasts

-  Give Balanced and Helpful Feedback (Saturn Leadership, Gore, McNaughton)
-  Give Constructive Feedback to Others (Coaching For Leaders, Dave Stachowiak)
-  Avoid Feedback Monsters with Behavioral Psychology (Deloitte)

Books

-  *The Feedback Imperative* by Anna Carroll
-  *The HBR Guide to Delivering Effective Feedback* by HBR

6.9 Ensures the right person is in the role, moving or letting people go when it's the wrong fit.

Description and Examples of Current or Desired Behavior

- Makes the tough decision to let go of the bad apples. Does not allow low performers to drag a team down.

Stop/Start/Continue

Stop Doing

- Letting low performers continue in their role without clear feedback and requests
- Deferring tough conversations

Start Doing

- Having the tough conversations when someone is not fulfilling their role
- Redefining people's roles after consistent negative performance despite feedback and support

Continue Doing

- Demanding excellence and giving both positive and negative feedback
- Making the tough decisions

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Put Your Best Talent in the Right Roles (HRExecutive)
-  Hire and Fire with the Company's Vision in Mind (Fast Company)
-  Know When to Fire Someone (HBR)
-  Handle Low Performers Quickly (Inc.)
-  Fire Someone the Right Way (Forbes)
-  Successfully Transition an Employee To Another Role (Business News Daily)
-  Promote People to Build Company Culture (HBR)

Podcasts

-  Ensure the Right Person is in the Role (Saturn Leadership, Gore, McNaughton)
-  Create Your Culture with your First 150 Hires (Masters of Scale, Reid Hoffman)
-  The Cost of One Bad Team Member (At the Table, Patrick Lencioni)
-  Stop Hiring the Wrong People (At The Table, Patrick Lencioni)

Books

-  *Hiring and Firing* by Fifty Lessons

6.10 Builds a diverse team that can accomplish the goals of their function.

Description and Examples of Current or Desired Behavior

- Ensures the funnel of candidates is diverse and the selection process is equitable. Works to maintain successful teams that have diversity in race, culture, gender, age, and sexual orientation.

Stop/Start/Continue

Stop Doing

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Start Doing

-

Continue Doing

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Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles



Podcasts



Videos



Books



7.0 Supports Other in Developing and Succeeding

7.1 Motivates people to bring their best and strive for excellence.

Description and Examples of Current or Desired Behavior

- Inspires people's best efforts by bringing a positive attitude and encouraging them when they are stuck.

Stop/Start/Continue

Stop Doing

- Assuming people understand the vision and know how their work fits in

- Focusing on negative feedback
- Fixing others problems (vs. helping them fix them themselves)

Start Doing

- Reiterating the impact that tasks and projects have on the company mission
- Creating positive regard through appreciation and relationship so that people want to take risks and bring their best
- Creating a narrative that gives people a reason to take bigger risks and stretch goals
- Encouraging people to ask for support, resources, etc. when they get stuck

Continue Doing

- Having aggressive deadlines and quality standards
- Giving a balance of positive and negative feedback

Progress Report Items

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Articles, Podcasts, Videos & Books

Articles

-  Motivate Your Employees Through Relationship (Inc.)
-  Inspire Your Team (Forbes)
-  Motivate Employees with Workplace Happiness (Inc.)
-  When Empowering Employees Works (HBR)
-  Inspire Like Richard Branson (Inc.)
-  Sincerely Encourage Employees (Entrepreneur)

Podcasts

-  Motivate People To Bring Their Best (Saturn Leadership, Gore, McNaughton)
-  Create Meaningful Work Relationships (Give First, Brad Feld)

Books



Hundred Percenters by Mark Murphy



The Power of Positive Leadership by Jon Gordon

7.2 Offers frequent and genuine appreciation for people's contributions.

Description and Examples of Current or Desired Behavior

- Recognizes contributions by others across all levels of the company. Expresses authentic appreciation as part of the normal routine, often noting specifics of what they appreciated, and the challenges people overcame.

Stop/Start/Continue

Stop Doing

- Holding back on appreciation, because of your story ("they know it," "it's cheesy," etc.)
- Generalizing positive feedback into high-level themes without specifics
- Only giving positive feedback to your highest performers

Start Doing

- Noticing and taking notes on what people are doing well
- Expressing appreciation soon after seeing positive behavior (not waiting)
- Reinforcing the behaviors you want to see through positive feedback, including to lower performers

Continue Doing

- Developing your people and creating high levels of accountability
- Giving a balanced set of both positive and negative feedback

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Cost of not achieving this goal for yourself and the company

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Articles, Podcasts, Videos & Books

Articles

-  Give Positive Feedback (Entrepreneur)
-  Praise Using Growth Mindset (Inc.)
-  Don't Underestimate Positive Feedback's Effect (Forbes)

Podcasts

-  Offer Frequent and Genuine Appreciation to Others (Saturn Leadership, Gore, McNaughton)
-  Landing Positive Feedback (Coaching For Leaders, Dave Stachowiak)

Videos

-  The Power of Appreciation (TED, Mike Robbins)

Books

-  *The Five Languages of Appreciation in the Workplace* by Gary Chapman
-  *The Power of Thanks* by Eric Mosley
-  *Focus on the Good Stuff* by Mike Robbins

7.3 When people are failing, offers support and resources (instead of beating them up).

Description and Examples of Current or Desired Behavior

- Helps others meet commitments by offering support and resources. People know they have an ally and will ask for help when needed.

Stop/Start/Continue

Stop Doing

- Beating people up for failures
- Sitting on the sidelines while others fail (directs, peers, etc.)
- Accepting big commitments when you are skeptical of their success

Start Doing

- Offering support and resources when you see people having trouble
- Creating milestones so that you can better track whether someone is succeeding
- Helping others learn from mistakes

Continue Doing

- Striving for excellence

- Manage low-performers out if they are continuously failing to fulfill role expectations

Progress Report Items

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Next Steps & Experiments (by when?)

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Articles, Podcasts, Videos & Books

Articles

-  Coach Underperforming Employees (Inc.)
-  Coaching the Toxic Leader (HBR)
-  Ask These Questions to Underperformers (KYT)
-  Manage Employees When They Make Mistakes (Fast Company)
-  Help a Struggling Employee Get Back on Track (Entrepreneur)

Podcasts

-  Offer Support and Resources for Struggling Employees (Saturn Leadership, Gore, McNaughton)
-  Bridge Between Feedback and Coaching (Manager Tools)

Videos

-  Believe that Improvement is Possible (TED, Carole Dweck)

Books

-  *Balanced Accountability* by Hernani Alves
-  *Why Employees Don't Do What They're Supposed To Do* by Ferdinand Fournies

7.4 Debriefs issues. Assumes positive intent and helps others learn from mistakes.

Description and Examples of Current or Desired Behavior

- When goals are not achieved, gives others the benefit-of-the-doubt instead of blaming, discusses what happened and supports people to develop skills, clarify lessons learned and improve their contribution.

Stop/Start/Continue

Stop Doing

- Focusing on finding blame and punishing people for failure
- Assuming a "sting" will motivate people to do better in the future

Start Doing

- Having real conversations about why they failed and how will they ensure it doesn't happen again
- Focusing on how they will ensure it doesn't happen again.

Continue Doing

- Striving for excellence and not accepting mediocrity

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Assume Positive Intent (Forbes)
-  Build a Cycle of Trust (ExCN)
-  Help Employees Learn From Mistakes (Forbes)
-  Inspire Innovation from Mistakes (Gallup)

Podcasts

-  Debrief Issues, Assume Positive Intent, and Help others Learn from Mistakes (Saturn Leadership, Gore, McNaughton)
-  Assume Positive Intent (Manager Tools)

Books

-  *Contagious Leadership Step 5: Employee Mistakes* by Monica Wofford

7.5 Coaches, challenges and supports people to develop their skills and careers.

Description and Examples of Current or Desired Behavior

- Invested in other people's success in their role and in their careers. Cares about their careers and supports people in their leadership development.

Stop/Start/Continue

Stop Doing

- Assuming that a job well done creates satisfaction
- Assuming personal interests aren't relevant in business

Start Doing

- Understanding the career ambitions of your peers and direct reports
- Understanding how they are inspired to grow and looking for opportunities for them
- Looking for their strengths and weaknesses, and giving them feedback about what you see
- Bringing in personal ambitions and leadership shifts into your 1:1s with directs and other conversations

Continue Doing

- Having weekly 1:1s with your directs
- Framing challenges in the context of career and leadership ambitions

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Articles, Podcasts, Videos & Books

Articles

-  Support Leadership Development (Forbes)
-  Support LD Before and After Training (CCL)
-  Build Employee Career Paths (Fast Company)
-  Help Your People Develop (HBR)
-  Make Employee Growth a Regular Part of the Culture (Forbes)

Podcasts

-  Coach and Support Employee Development (Saturn Leadership, Gore, McNaughton)
-  Make the Star Employees You Need (Masters of Scale, Reid Hoffman)

Books

-  *The Coaching Habit* by Michael Bungay Stanier

Tools

-  *Perfect Phrases for Leadership Development* by Meryl Runion

7.6 Leads effective 1-on-1's.

Description and Examples of Current or Desired Behavior

- Uses 1-on-1s to get the big picture of what's happening on a team and support the team leader. Does not hijack 1:1s with their own agenda. Leaders feel that they have the support they need.

Stop/Start/Continue

Stop Doing

- Using 1-on-1s only to focus on projects
- Rescheduling 1-on-1s with little notice (people will stop preparing)

Start Doing

- Weekly or biweekly 1-on-1s with all your directs
- Checking in on how they are doing, how their team members are doing, and what challenges/obstacles they are facing
- Supporting them to develop their leadership by having specific things they are improving

- Offering feedback and coaching

Continue Doing

- Supporting people in problem-solving and navigating challenges

Progress Report Items

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Next Steps & Experiments (by when?)

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Articles, Podcasts, Videos & Books

Articles



Make One on Ones Productive (HBR)



Example One on One Structure (Forbes)



Prepare For and Run One on Ones Effectively (Impraise)



Get The Most out of One on Ones (Forbes)



One on Ones are NOT Performance Reviews (Forbes)



Avoid these Leadership Review Mistakes (Forbes)

Podcasts



Lead Effective One on One's (Saturn Leadership, Gore, McNaughton)



Guide Your One on Ones (Manager Tools)

Books



High Output Management by Andrew Grove



Leading Great Meetings by Richard Lent

Tools



One-on-One Do's and Dont's Checklist by Lighthouse

7.7 Does not talk negatively behind people's backs (no triangulation). When they have an assessment, speaks directly to the person.

Description and Examples of Current or Desired Behavior

- Does not spread rumors or talk negatively about another person or a decision. When they have an assessment, speaks directly to the person. When someone else is talking negatively, they support that person in getting grounded in facts and initiating an effective clean-up.

Stop/Start/Continue

Stop Doing

- Talking negatively about individuals, teams, or decisions when it has negative intent
- Allowing people to talk negatively about others without the intent to clean it up
- Triangulating and asking someone else to convey your negative feedback

Start Doing

- Having direct conversations with people when there are issues
- Helping others to have direct conversations
- Getting support around having those conversations by talking with your manager or others who won't gossip

Continue Doing

- Supporting others around you by giving them direct feedback
- Supporting other teams when issues arise that make collaboration difficult

Progress Report Items

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Next Steps & Experiments (by when?)

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Support Structures and Reminders

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Desired Future: How will I know that I achieved my goal?

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Articles, Podcasts, Videos & Books

Articles

-  Overcome Triangulation (Bates Comm)
-  Speak Mindfully to Employees (Forbes)
-  Stop Enabling Gossip (HBR)

Podcasts

-  Do not talk negatively behind people's backs (Saturn Leadership, Gore, McNaughton)
-  Talk To People, Not About Them (At The Table, Patrick Lencioni)

Books

-  *No Gossip Zone* by Sam Chapman
-  *The 15 Commitments of Conscious Leadership* by Dethmer, Chapman, Klemp

7.8 Cultivates an inclusive team environment where every team member can speak up and fully contribute.

Description and Examples of Current or Desired Behavior

- The leader is conscious of social inequities and works to ensure each individual feels like an “insider” with a sense of belonging. Regardless of their differences, team members feel comfortable speaking up in private or in team meetings. Each individual feels their contributions are welcomed and appreciated.

Stop/Start/Continue

Stop Doing

-

Start Doing

-

Continue Doing

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Progress Report Items

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Next Steps & Experiments (by when?)

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Articles, Podcasts, Videos & Books

Articles



Podcasts



Videos



Books

