

5 LEADERSHIP PRACTICES

WHEN LEADING MY DIRECT REPORTS:

Y N

I AM GIVING CLEAR DIRECTION

- Creating the opening
- A compelling vision
- V/TO™

I AM PROVIDING THE NECESSARY TOOLS

- Resources
- Training
- Technology
- People
- Time and attention

I AM LETTING GO OF THE VINE

- Delegate and Elevate™
- GWC™

I ACT WITH THE GREATER GOOD IN MIND

- Company vision (V/TO™)
- My actions
- My decisions
- Walk the talk
- Company needs first

I AM TAKING CLARITY BREAKS™

- "On" the business
- Creating clarity
- Protecting my confidence
- Daily, weekly, or monthly
- Blank legal pad

5 MANAGEMENT PRACTICES

WHEN MANAGING MY DIRECT REPORTS:

Y N

I KEEP EXPECTATIONS CLEAR

- Mine and theirs
- Roles, Core Values, Rocks, and measurables

I AM COMMUNICATING WELL

- Me and them
- You know what is on each other's mind (no assumptions)
- 2 emotions
- Question-to-statement ratio

I HAVE THE RIGHT MEETING PULSE™

- Even exchange of dialogue
- Reporting measurables
- Keeping the circles connected

I AM HAVING QUARTERLY CONVERSATIONS™

- The 5-5-5™
- The People Analyzer™ (Core Values and GWC™)

I AM REWARDING AND RECOGNIZING

- Give positive and negative feedback quickly (24 hours)
- Criticize in private, praise in public
- Be their boss, not their buddy
- The Three-Strike Rule

ARE EACH OF YOUR PEOPLE IN THE RIGHT SEAT?

If they are not, you will be frustrated, they will be frustrated, and, as a result, you will never be able to completely delegate and elevate. You will always be forced to do their work and will not be able to let go of the vine.

In order for someone to be in the right seat, to step up, and to ultimately fill the opening you have created, they must get it, want it, and have the capacity to do the job. If any one of the three is a “no,” it is never going to happen . . . 99.9 percent of the time.

FUNCTION NAME
● _____
● _____
● _____
● _____
● _____

DO THEY:

Y N

GET IT?

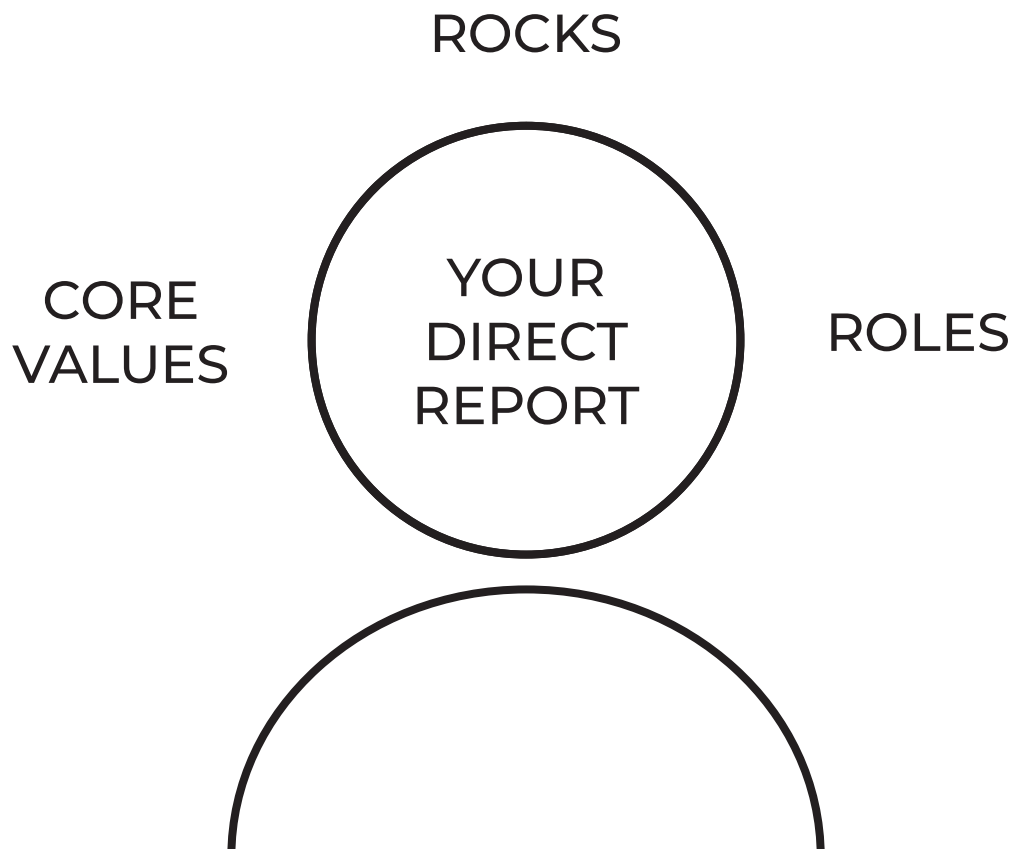
- Do all of the neurons in their brain connect when you explain and they do the job?
- Do they get all of the ins and outs of the position?
- Not everyone gets it, and it’s not a bad thing. They just need to be in a different seat.

WANT IT?

- Do they genuinely want to do the job?
- Do they get up every morning wanting to do it?
- You can’t pay, motivate, force, or beg them to want it. They have to want it on their own.
- Sometimes people get it and have the capacity, but just don’t want it anymore.

CAPACITY?

- Do they have the mental, physical, spiritual, time, knowledge and emotional capacity to do the job?
- Sometimes this one is negotiable. While not getting it or wanting it are deal-killers, a problem of capacity can be solved, although rarely. If you believe the person can gain the capacity and you are willing to invest the time, resources, and energy for him or her to do so, do it. It is just that most growing organizations don’t have the luxury of waiting one to three years for someone to gain the capacity and need the seat filled completely now.



CLARITY BREAK™

One discipline that all great leaders practice is taking time on a regular basis to rise above the everyday demands of their jobs to reflect and think at the thirty-thousand-foot level.

To stay sharp, confident, and at your best for your people, you must take Clarity Breaks. By definition, a Clarity Break is time you schedule **away from the office**, out of the daily grind of running the department, to think and to work on your business, department, or self.

Stepping back to think will create clarity for you and restore your confidence. This is important because the normal course of day-to-day business pulls you deeper and deeper into the minutiae of your work. As a result, you sometimes can't see the forest for the trees. You start to feel overwhelmed and you become short with your people.

MAKE THE TIME TO SAVE TIME.

Therefore, at intervals, you must elevate yourself above the day-to-day activities "in" the business so you can work "on" the business. Schedule an appointment with yourself. Put it down on your calendar. If you don't schedule the time, it will never magically happen. At first you may be concerned about when you'll find the time. The irony is, you'll actually save time by taking Clarity Breaks. When you are clear about your bigger objectives, you gain the confidence to simplify procedures and create efficiencies.

MINIMIZE DISTRACTIONS AND ALLOW YOURSELF TO JUST THINK.

Use this scheduled break wisely, though. This is not time to catch up on email or complete a to-do list. It's time to think, to see things clearly and restore your confidence. Faced with a blank legal pad or journal, with no agenda, no interruptions or distractions, you'll be challenged at first to actually think. Use these Clarity Break questions get started.

CLARITY BREAK QUESTIONS

- Is the Vision and Plan for the business/department on track?
- What is the number one goal?
- Am I focusing on the most important things?
- Do I have the Right People in the Right Seats to grow?
- What is the one "people move" that I must make this quarter?
- How strong is my bench?
- If I lose a key player, do I have someone ready to fill the seat?
- Are my processes working well?
- What seems overly complicated that must be simplified?
- Do I understand what my direct reports truly love to do and are great at doing?
- Am I leveraging their strengths?
- What can I delegate to others in order to use my time more effectively?
- What can we do to be more proactive versus being reactive?
- What can I do to improve communication?
- What's my top priority this week? This month?

