

Creating Positive, Lasting Change in Leadership Behavior

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Leadership and Culture—It's a Two-Way Street



Leadership and Culture

It's a Two-Way Street

*The Key Personal Drivers
of a Positive Culture:
The Individual and the Leader*

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Goals

- Focus on the *individual behavior* level of what it takes to build a great culture – the person and the leader.
- Practice and be ready to use **feedforward**.
- Learn a proven, tested, transferrable process you can use to help create great leaders.
- Learn the daily question process and how active questions can be used to help achieve personal goals, increase employee engagement and ultimately change a culture.



Learning from a great leader

- The Alan Mulally story
- The most important factor for successful behavioral change is the *client* – not the *coach*
- Don't make coaching about your own ego.
- If they don't care – don't waste your time.
- If you don't care – don't waste your time.
- In terms of creating a great culture, Michael Dell's quote on toxic leaders, "Pay them to leave!"



Coaching practice

- **What *one* behavior change will make a significant positive difference for you?**
- **Why will this change make a difference?**
- **Repeat with your partner.**



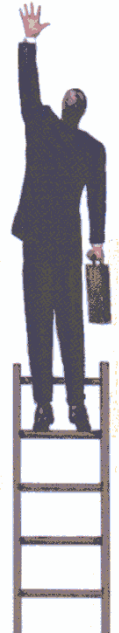
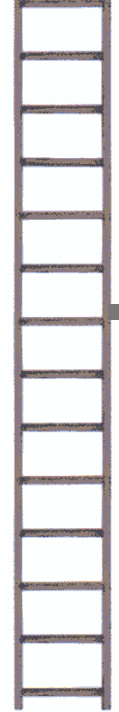
Feed*forward*

- The **feed*forward*** exercise
- *Letting go* of the past
- *Listening* to suggestions *without judging*
- *Learning* as much as you can
- *Helping* as much as you can
- Learning points to help you be a great coach



Developing yourself as a leader and partner

- **ASK**
- **LISTEN**
- **THINK**
- **THANK**
- **RESPOND**
- **INVOLVE**
- **CHANGE**
- **FOLLOW-UP**



“Leadership is a Contact Sport”

- **Summary impact research**
- **Over 86,000 participants
(248,000 in upcoming study)**
- **Cross-cultural, cross-industry,
multi-level validation**
- **One of nine most-outstanding
articles ever published in
*Strategy+Business***



Commonalities

- **Multi-rater feedback**
- **Focused areas for improvement**
- **Discussion with co-workers**
- **On-going follow up**
- **Custom-designed mini-survey**



Change in leadership effectiveness

*My co-worker did **no** follow-up*

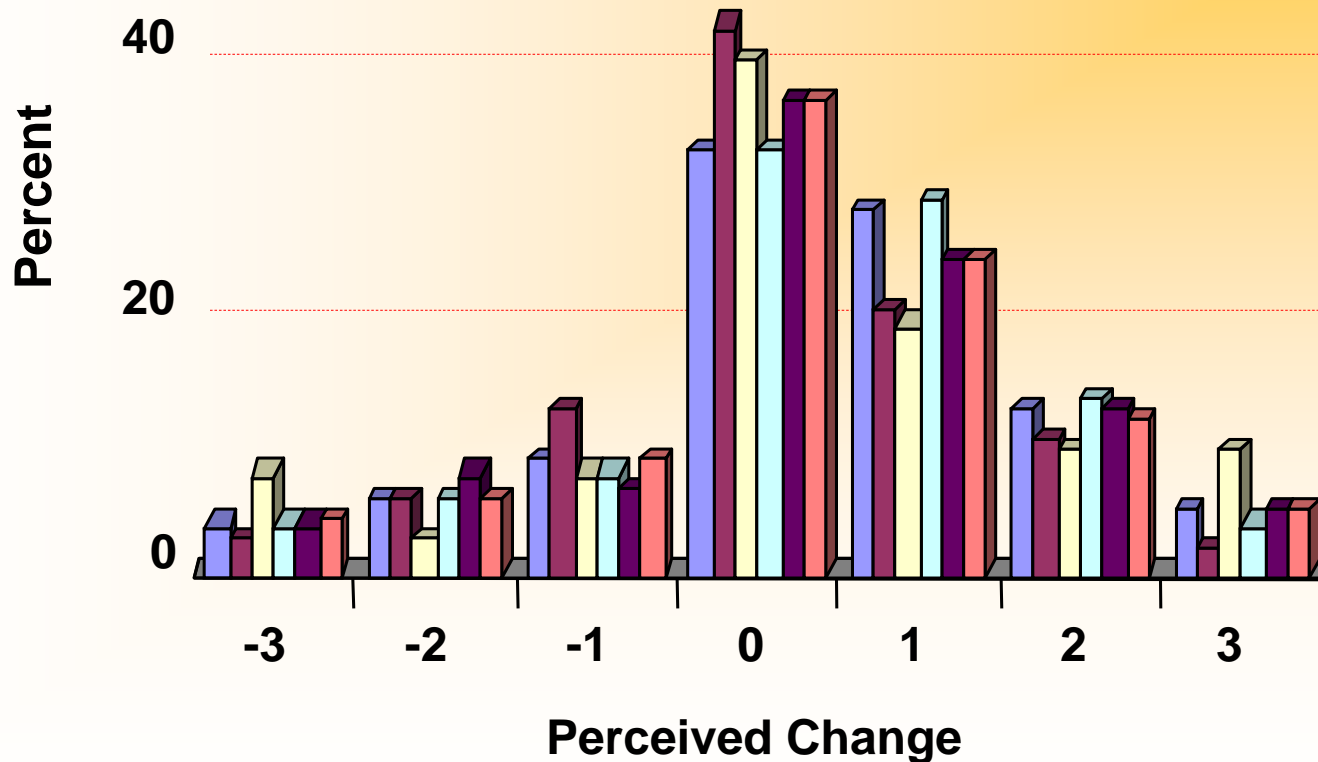
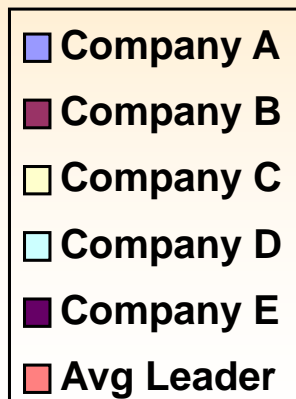


Table 1



Change in leadership effectiveness

My co-worker did *a little* follow-up

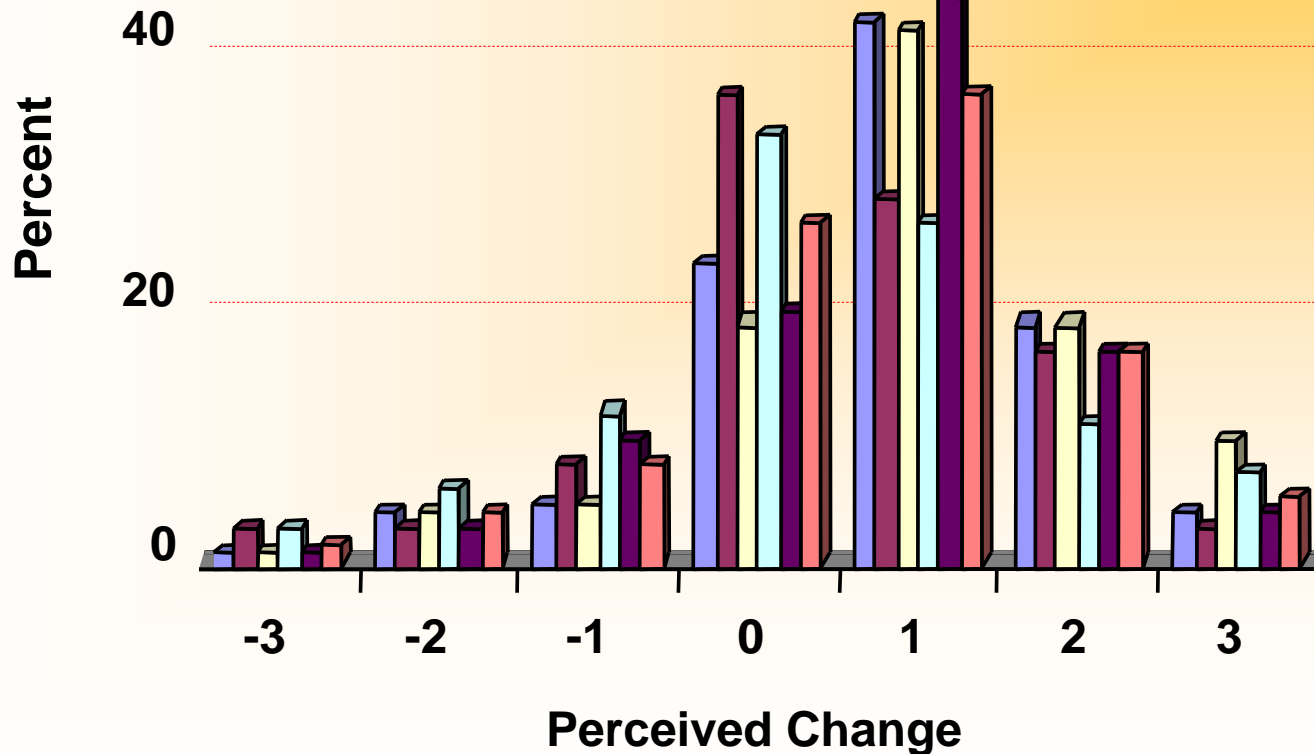
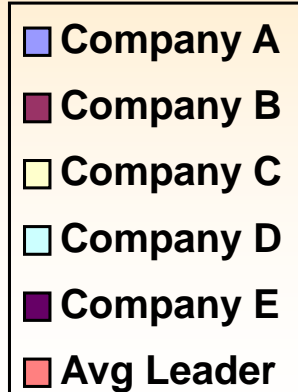


Table 2



Change In leadership effectiveness

My co-worker did some follow-up

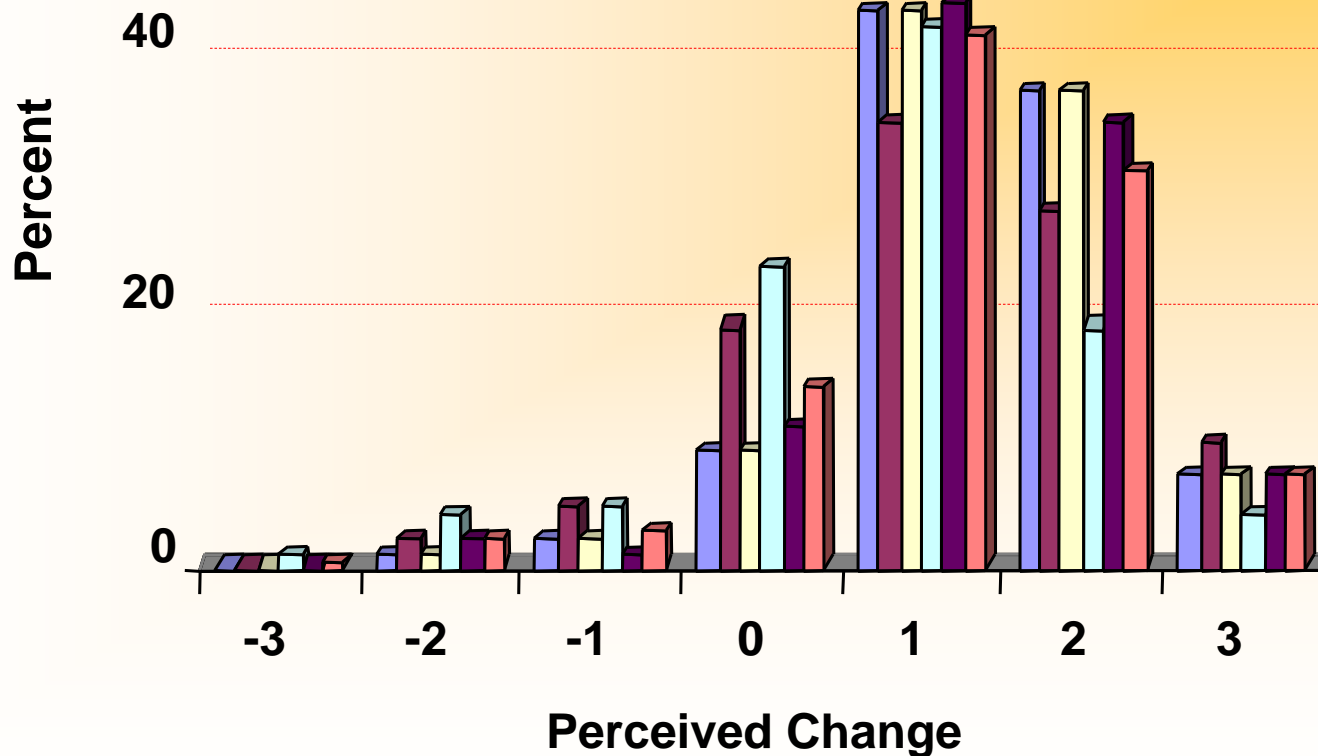
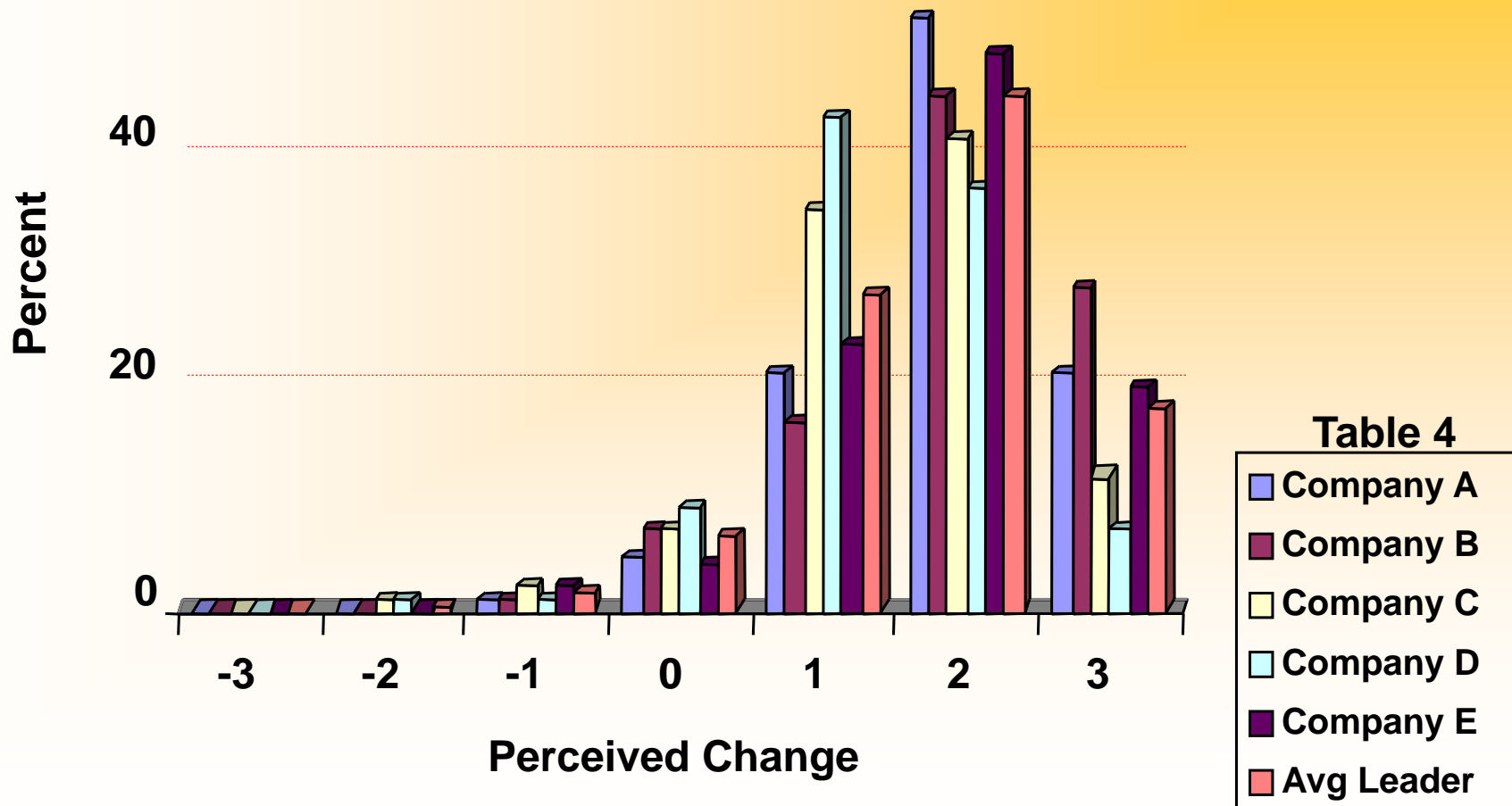


Table 3

Company A
Company B
Company C
Company D
Company E
Avg Leader

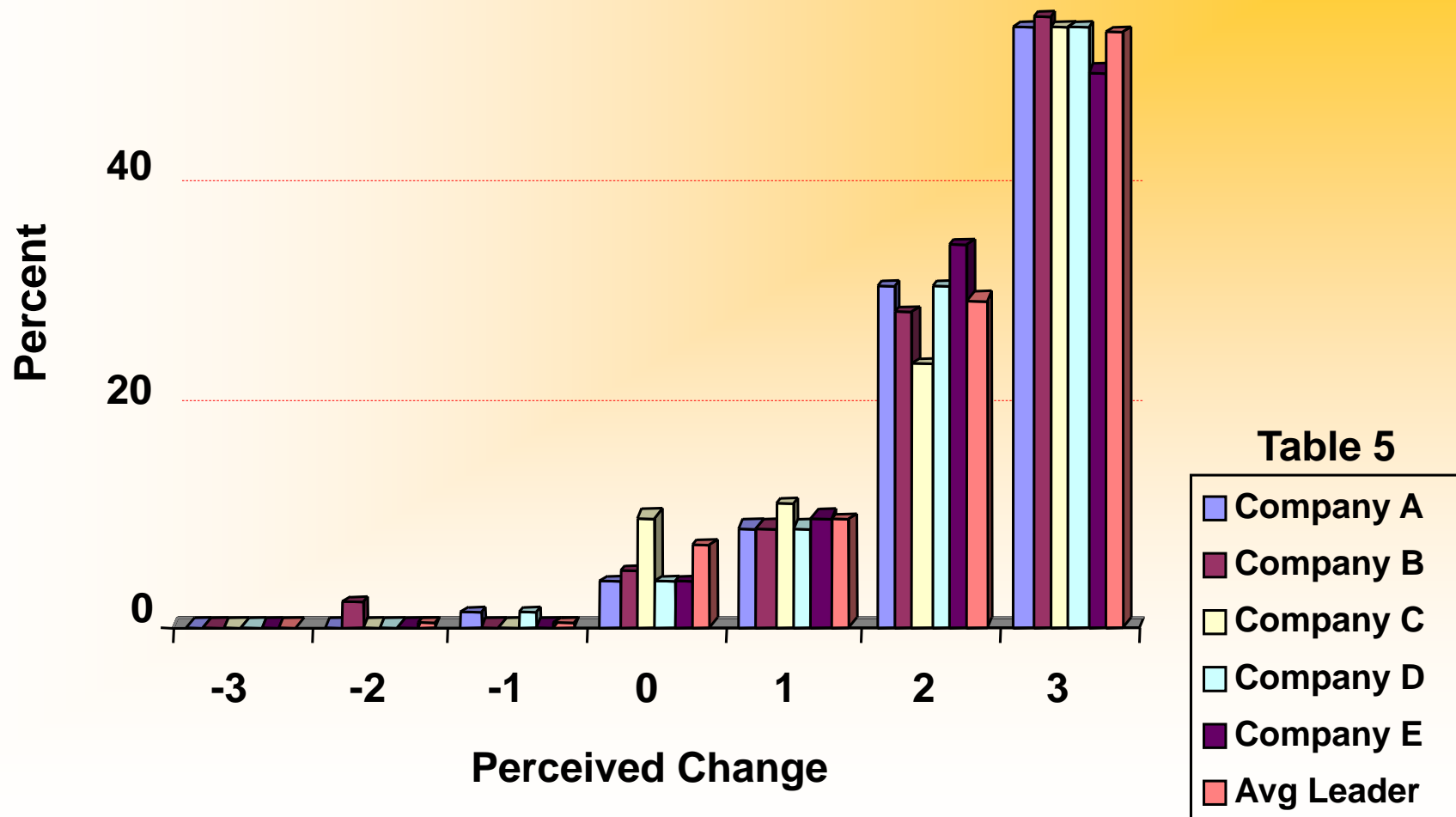
Change in leadership effectiveness

My co-worker did **frequent follow-up**



Change in leadership effectiveness

My co-worker did *consistent/periodic* follow-up



It is OK to need help and structure

- **To change the culture – if people could have done it on their own – it would have been done.**
- **The changing role of coaching – from ‘fixing losers’ to ‘helping winners’**
- **27 top executive endorsements**
- **Athletes, movie stars, world leaders**
- **If could have fixed it by yourself, it would probably be fixed by now**
- **‘I need help and it is OK!’**



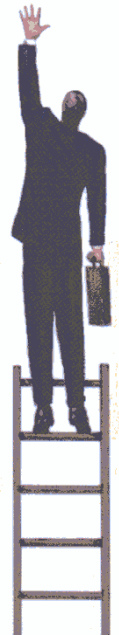
Previous work on employee engagement

- NAHR presentation
- Recognition, reward programs, training, compensation, empowerment
- In spite of all previous efforts, global employee engagement is near an all-time low
- The difference in ‘preaching’ a great culture and ‘living’ a great culture is huge
- Focus on what the *organization* can do to engage *you* – not what you can do to engage *yourself* – JFK in reverse
- The two flight attendants



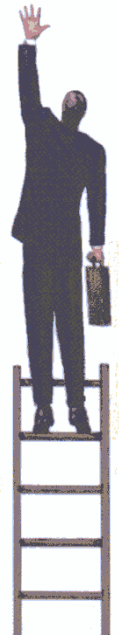
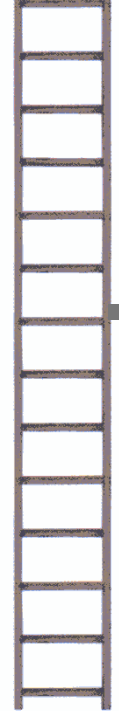
Daily Question Process

- **Why the process works**
- **How the process works**
- **Applications on employee engagement**



Active questions vs. passive questions

- How active questions focus on what *you* can do to make a positive difference for yourself and the world
- How passive questions focus on what *the world* needs to do to make a positive difference for you



The hardest daily question you can ask yourself

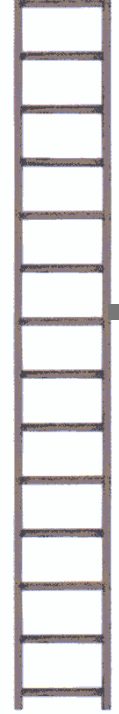
- **You write the question.**
- **You know the answer.**
- **You believe that it is very important.**
- **All you have to do to get a high score is try!**



Six active questions

Did I do my best to:

- **Set clear goals?**
- **Make progress toward goal achievement?**
- **Find meaning?**
- **Be happy?**
- **Build positive relationships?**
- **Be fully engaged?**



The two week study

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**




Active question research

2793 participants – 95 studies


- **46% reported improvement on all six items**
- **75% reported improvement on at least four items**
- **94% reported improvement on at least one item.**
- **6% reported no improvement**
- **Less than 1% of respondents reported overall lower scores**





Six active questions

Did I do my best to:

- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Find meaning?**
 - **Be happy?**
 - **Build positive relationships?**
 - **Be fully engaged?**
- 

The best coaching advice

- **For you as a person**
- **For you as a professional**

